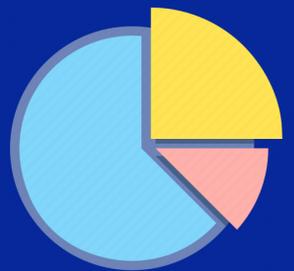


FISCAL YEAR

2020 –
2021



ANNUAL
BUDGET



www.deland.org

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CITY OF DELAND, FLORIDA

ANNUAL BUDGET

FISCAL YEAR

OCTOBER 1, 2020 THROUGH SEPTEMBER 30, 2021

Mayor/Commissioner

Robert F. Apgar

Commissioners

Christopher M. Cloudman

Jessica C. Davis

Charles D. Paiva

Kevin S. Reid

City Manager

Michael P. Pleus

City Clerk-Auditor

Julie A. Hennessy

Finance Director

Daniel A. Stauffer

Human Resources Director

Mark C. Hayward

Public Services Director

Keith D. Riger

Fire Chief

Todd B. Allen

Police Chief

Jason D. Umberger

Assistant City Manager

Michael K. Grebosz

City Attorney

Darren J. Elkind

Information Technology Director

Gregory D. Whidden

Community Development Director

Richard A. Werbiskis

Public Works Director

Demetris C. Pressley

Utilities Director

James V. Ailes

Parks and Recreation Director

Richard S. Hall



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READERS GUIDE

What is Included in This Document

The City's Adopted Budget provides a framework for the overall fiscal management of the City of DeLand for fiscal year 2020-2021 and beyond. It includes both day-to-day operating funds and capital improvement funds.

The remainder of this document is segregated into this introduction, a summary of all City funds, detailed budget presentations by fund and department including debt service, the Capital Improvement Program, personnel section, and statistics and demographics.

Included in this introduction is the general history of the City, City's organizational chart, the City Manager's budget message, a discussion of City funds, the basis of accounting and budgetary control, a calendar of budget activities and the financial policies of the City.

How to Read This Document

The budget document is organized by fund. Each fund includes revenues, expenditures and a description of each department and/or program budgeted out of that fund. The General Fund has the largest number of departments and/or programs and accounts for approximately 37.41% of the City's total budgeted expenditures. A listing of department/programs by fund can be found in the Table of Contents in the front of this document. Departments/programs that include operating staff generally include the following:

- Mission Statement
- Performance Measures
- Accomplishments
- Action Plan
- Long-Term Goals
- Operating Budget Comparison
- Management Discussion regarding Changes in Services and Budget Variations

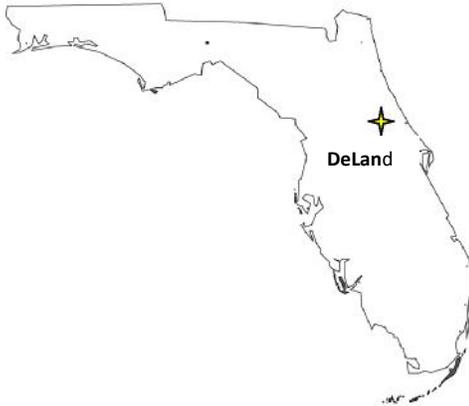
The *2020-21 BUDGET* column reflects the budget adopted by the City Commission on September 21, 2020.

The Capital Improvement Plan section of this document includes a summarized version of the Five-Year Capital Improvement Program (CIP) for fiscal years 2021 through 2025. The projects programmed for fiscal year 2021 are adopted as part of the 2020-2021 annual budget.

Any questions regarding the material presented should be directed to the Finance Director at (386) 626-7079 or visit the City's web site at www.deland.org.

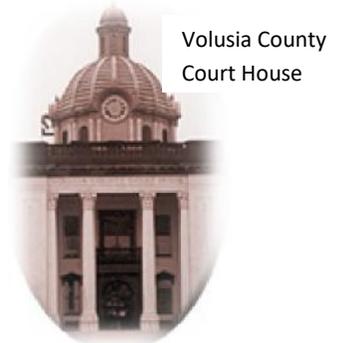
CITY PROFILE

The City of DeLand is located approximately 25 miles northeast of Orlando and approximately 25 miles southwest of Daytona Beach in southwest Volusia County. DeLand is the county seat as well as a college town, with Stetson University's campus classified as a National Historic District. The downtown, lined with notable gift shops and restaurants, has been recognized as a national MainStreet DeLand community. Special events focus on culture and the arts, history, hospitality and lifestyle.



Henry A. DeLand, a prosperous New York businessman, founded DeLand in 1876, purchasing a plot of land for \$1,000, after visiting his brother-in-law who lived in the area. Mr. DeLand planned to develop the area by convincing settlers to come to DeLand and buy land from him. The settlers received a guarantee from Mr. DeLand that if they did not like the area they could sell the land back to him within the first two years of settlement. Woodland Boulevard, considered to be the main street of DeLand, was the first street established by Henry DeLand. Many street names, such as Amelia and Rich Avenues, were named after the town's first settlers. Other streets, like New York and Arizona, were named after the home states of settlers who purchased property in DeLand.

The City of DeLand was incorporated on March 11, 1882, and in 1883, Henry DeLand founded the DeLand Academy. In 1885 John B. Stetson took over the endowment and the name of the academy was changed, upon the request of Mr. DeLand, to John B. Stetson University, as Mr. DeLand no longer had the funds to support the Academy after a hard freeze which devastated the community. The name was changed again in the 1990's to simply Stetson University. The original building, which housed DeLand Academy, is still a part of Stetson University campus as an office building for the President of the University.



Volusia County
Court House

In 1887, the Volusia County Court house was moved from Enterprise to DeLand. The courthouse was rebuilt in the same spot in 1927 and is considered to be one of the most beautiful in the state of Florida.

During WWII, the Navy built a naval airbase in DeLand which was turned over to the City of DeLand in 1946 and now serves as the municipal airport.

Today as you drive down the main street of DeLand, Woodland Boulevard, you will see that all the buildings are made of concrete and brick. Buildings made of materials other than wood were mandated by City ordinance after the fire of 1855 which destroyed the 100 block of Woodland Boulevard. These buildings give the feel of what DeLand was like years ago.

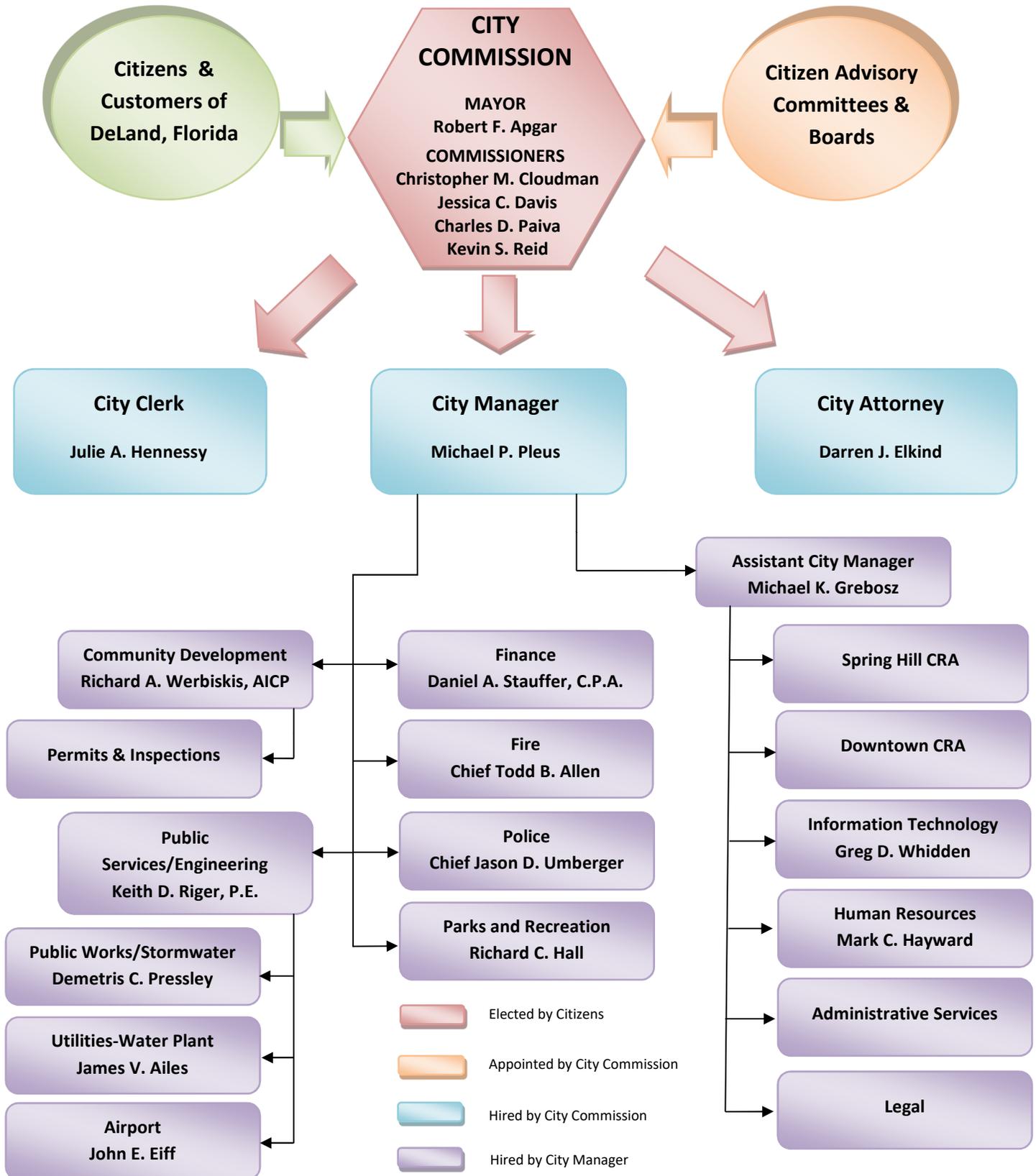


Fish Building located in downtown DeLand

Large oak trees dot the city's landscape adding to the scenic beauty of the city. In 1886, residents of DeLand were allowed to take 50 cents off their taxes for each oak tree they planted that lived for one year. The residents planted so many trees that the city had to repeal the tax break because there was not enough money collected from taxes to pay the town marshal.

The City operates under a Commission-Manager form of government consisting of a five-member Commission. Residents select, through non-partisan elections, a Mayor and four commissioners who represent the City at large. The City is governed by its Charter and by state and local laws and regulations. The commission is responsible for the establishment and adoption of City policy and appointing a City Manager and City Clerk. The City Manager serves as the Chief Executive Officer of the City and is responsible for the execution of City policy and oversight of the day-to-day operations of the City.

ORGANIZATIONAL CHART



ICMA CERTIFICATION OF ACHIEVEMENT

ICMA

INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

This
Certificate of Achievement
is presented to

DeLand, Florida

in recognition of its use of performance data in local government management,
including training, verification and public reporting.

Presented in conjunction with the
106th ICMA Annual Conference

September 24, 2020



Marc A. Ott
ICMA Executive Director



Jane Brautigam
ICMA President

GFOA DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an Award for Distinguished Budget Presentation to the City of DeLand for its annual budget for the prior fiscal year.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of DeLand

Florida

For the Fiscal Year Beginning

October 1, 2019

Christopher P. Morill

Executive Director

Budget Message

At the start of 2020, DeLand was poised for another great year economically from the standpoint of business growth, low unemployment and property values. However, we were facing some challenges dealing with the impacts of growth and having sufficient capacity to service it. Despite the discussions the City Commission had earlier this year on ways in which to address those deficiencies, the COVID-19 pandemic has forced us to alter those strategies and focus on ways in which we can simply maintain existing capacity and do our best to address community needs while we all work through the impacts of COVID-19.

The pandemic has had a significant impact on most revenues to include state shared revenue, sales tax, gas tax, rentals, etc. So far, the residential construction market has remained steady but commercial construction has slowed substantially. While DeLand continues to be a great community in which to live work and play, the current COVID-19 pandemic has substantially altered our ability to address priorities. Earlier this year the Commission discussed employee retention strategies, but it is not clear yet what impact the rise in unemployment will have on our ability to remain competitive on pay and benefits. Additionally, we have some capital and staffing needs city-wide to keep up with demand. However, based upon revenue losses from COVID-19, we simply do not have the ability to address the staffing needs in FY 20/21 but rather focus on ensuring we do not lose capacity.

PERFORMANCE MEASURES

For many years, the City has included performance measures in the budget document as part of an effort to be transparent about our performance as an organization. We had typically used internal metrics (past performance) or benchmarked our performance against that of other cities through the ICMA Center for Performance Management. Four years ago, we spent a considerable amount of time analyzing how we can improve upon this effort as many of the measures were more output measures as opposed to efficiency and effectiveness measures. As a result, those changes were made to the budget format and were implemented with the FY 16/17 Budget. We have earned a Certificate of Achievement in Performance Management from ICMA for the past 4 years.

STRATEGIC PLAN UPDATE

The Commission had considerable discussion at this year's strategic planning workshop about how we bridge the gap between increasing service delivery needs and the resources available to serve those needs. During our Strategic Planning session, the City Commission discussed some increases in personnel and ways in which we can improve employee retention and longevity beyond 5 years. However, the COVID-19 pandemic has forced us to put those strategies on hold.

Over the past 19 years, the City has used the community's vision and strategic plan as a road map to a successful and vibrant future. This has led to many positive outcomes for our great community to include improvements in our quality of life, an award-winning downtown, low unemployment, and commercial and residential growth. This year the City Commission discussed the need to improve "Organizational Capacity" which focuses on human and capital resources to serve the needs of a growing population and geographic area. However, we must now face the reality that the COVID-19 pandemic has impacted revenue to the extent that this budget will have to focus on the preservation of existing capacity. That said, our Strategic Plan is still a great roadmap for our future. The actions that the City Commission has taken, while staying true to the promise of meeting our community's needs, values, and aspirations, has guided us well even in difficult financial times. It is in that spirit, that I humbly present our recommended budget for Fiscal Year 2020/2021.

OVERVIEW

General Fund	\$31,956,460
Confiscated Trust Fund	\$3,000
Homeless Shelter	\$479,330
Spring Hill CRA Fund	\$363,061
Governmental Impact Fees Trust Fund	\$822,157
Downtown CRA Fund	\$599,414
Grants & Special Revenue Fund	\$665,903
Debt Service Fund	\$2,466,820
Capital Fund	\$941,988
Water & Sewer Fund	\$22,790,599
Water & Wastewater Trust Fund	\$7,115,136
Airport Fund	\$7,377,351
Refuse Collection Fund	\$4,030,200
Stormwater Fund	\$1,886,452
Permits & Inspections Fund	\$2,528,967
Health Insurance Cost Containment Fund	\$596,985
Workers Compensation Self Insurance Fund	\$794,268
Total City Budget	\$85,418,091

GENERAL FUND

Revenue

The total preliminary estimated taxable value for FY 20/21 is \$2,112,480,078. This is an increase of \$183,529,645 or 9.51% and includes \$78,442,076 in new construction and annexations. For many years, capital has been paid from operating savings from previous years and none of the operating millage had been dedicated as a permanent source of revenue for capital. Last year, the Commission dedicated .2 mills to the Capital Fund. Therefore, the recommended rate of 6.7841 includes .2 mills for capital and represents a 5.06% increase over the rolled back rate of 6.4576. Based upon this rate, the ad valorem tax revenue for the year will be \$12,886,601 for the General Fund (6.5841 mills) and \$391,446 for the Capital Fund (0.2000 mills). Total ad valorem revenues, including delinquent taxes, for FY 20/21 is \$12,916,662 an increase of \$1,040,566 from the prior year.

Given the impacts of the COVID-19 pandemic on other revenue, staff is projecting a (\$1,184,840) loss in other revenues to include (\$90,162) in gas tax, (\$19,737) in Utility Services Tax, (\$25,557) in Local Business Tax, (\$73,821) in Franchise Fees, (\$821,055) in state shared revenue, and (\$31,480) in charges for services. Additionally, there is another (\$91,718) in grant revenue loss to due to the expiration of a grant for Police. These losses combined with an increase in ad valorem results in a net loss in revenue of (\$144,274). When combined with the decrease in use of reserves (\$534,429), the decrease in General Fund revenues for FY 20/21 is (\$678,703). Additionally, this budget includes the use of excess operating reserve for capital (\$555,782) and Tree Reserves (\$130,284).

Given the uncertainty of the economy during the next fiscal year, staff included \$500,000 in revenue stabilization in the event that the revenue estimates are overstated and the City receives less than expected. Should the revenue stabilization not be needed, the City Commission could put the funds into reserves for FY 21/22 or allocate them to priority needs during the course of FY 20/21 once we have a clearer indication of the impact the pandemic is going to have on revenue.

Expenditures/Programs

The recommended budget decreases General Fund expenditures from \$32,635,163 in FY 19/20 to \$31,956,460 or a decrease of 2.08%. There are 272.80 FTEs in the proposed General Fund budget. 9.23 new positions were requested and none are being recommended for funding due to the shortfall in revenue. The budget does include some career track position upgrades (\$11,631), but does not include a merit or cost of living adjustment. These amounts do not include funds set aside in the enterprise funds. There are funds to cover the 3.5% increase in Health Care Costs to employees (\$64,749). Overall, expenses have been reduced but there were some increases to include: Fire Union Contract (\$79,203), Insurance (\$84,162), Retirement Contributions (\$69,361).

The recommended budget includes a capital outlay and operating capital investment of \$1,268,392. Operating capital (\$326,404) is reflected in the General Fund, while capital outlay (\$941,988) is reflected in the Capital Fund. To fund the proposed capital budget in the Capital Fund, there is \$391,446 in revenue from the operating millage (.2 mils), \$295,053 in transfers from future capital reserves in the General Fund, \$84,784 in transfers from tree reserves in the General Fund, and \$170,705 in transfers from other funds (some items such as Information Technology are for multiple departments). In the Grants and Special Revenue Fund, there is \$255,331 included from the gas tax for road resurfacing and an additional \$224,244 from Payments in Lieu of Taxes (PILOT) for a total of \$479,575. Therefore, the combined capital (\$941,988), road resurfacing (\$479,575), and operating capital (\$326,404) investment is \$1,747,967. The capital items include:

Backup Repository	\$24,500
New Agenda Management	\$30,000
Closed Captioning	\$15,000
Disaster Recovery	\$24,000
Accela Platform Enhancements	\$75,000
Planar 86	\$12,100
Firehouse Inspector	\$12,600
Fuel Master	\$22,500
Neptune	\$23,000
Quartermaster Supply Program	\$8,500
Pole Barn Cameras	\$9,950
Total IT Capital	\$257,150

Vehicle Replacement	\$23,657
Total Community Development Capital	\$23,657

Vehicle Replacement	\$42,000
Vehicle Replacement	\$42,000
Total Fire Capital Replacement	\$84,000

Vehicle Replacement – Patrol	\$67,088
Vehicle Replacement – CID	\$21,095
Vehicle Replacement – Patrol	\$67,088
Vehicle Replacement – CID	\$31,682
Vehicle Replacement – CID	\$31,500
Vehicle Replacement – CID	\$21,095
Vehicle Replacement – CID	\$23,814
Vehicle Replacement – CID	\$23,814

Storage Room Conversion	\$27,000
Total Police Capital	\$314,176

Vermeer Brush Chipper	\$46,649
Vehicle Replacement	\$21,842
Table Roller Replacement	\$18,970
Mower Replacement	\$9,400
Kubota Gator	\$11,499
Hydraulic Truck Mounted Post Puller	\$6,650
Propagation Greenhouse	\$26,636
Total Public Works Capital	\$141,646

Conrad Park Stadium Seat Replacements	\$12,750
Resurface Shuffle Board Courts	\$25,621
Replace Fencing at Sperling Sports Complex Softball Fields	\$28,297
Vehicle Replacement	\$46,346
John Deere Gator Replacement	\$8,345
Total Parks and Recreation Capital	\$121,359

Other expenditures included in this year’s budget are:

- DeLand’s participation in the Bridge (\$50,000). Although the expenditure is funded from the General Fund, a separate fund has been created for accountability purposes.
- There is \$479,485 in the budget for contingency along with \$462,500 reserve contingencies.

Challenges/Opportunities

Despite the challenges of dealing with the impacts of a global pandemic, DeLand has proven to be a great place to live, work and play as evidenced by our most recent citizen survey where 89% of residents rated DeLand as a good or excellent place to live. This reputation of being a quality place to live has led to many new businesses and residents wanting to relocate here as evidenced by the robust residential and commercial construction. In 2019, we issued 458 residential and 10 commercial building permits totaling \$143,651,676 million in construction value. Property values this year are estimated at 2.1 billion. At the peak in 2007, values were at 2.01 billion and at the low values were at 1.13 billion. As a result, DeLand has now finally recovered the loss in value during the 2008 recession. Although commercial construction has declined over the past few months, residential construction remains active; a good sign that people still value DeLand has a great place to live.

During the great recession, DeLand has really tried to keep costs down for our residents. In order to do so we made significant cuts in personnel and operating costs. These cost saving measures were then used to fund future capital. However, given the reduction in personnel 12 years ago, and a capital program that has not kept pace, all departments have significant personnel and capital requests to keep pace with demand and growth. During our annual strategic planning session, the Commission discussed some strategies to overcome those gaps in service capacity. However, the Pandemic has forced us to put on hold those investments.

This year, we have continued to make an investment in our organization by discussing the values (Helping People, Communication, Teamwork, Integrity, Respect, and Pride) that have made us successful and then linking those values to our organizational systems (onboarding, training, promotions, awards and recognition) to increase morale and productivity so that we can produce the best possible service for our residents. Succession planning is still a challenge but having this discussion internally about values has created a renewed sense of

pride in the organization and has helped in our efforts to recruit outstanding public servants. Given some pending retirements, there will be some succession planning challenges to deal with in FY 20/21.

Additionally, over the past few years the Commission has continued to invest in pay and benefits which has also helped with recruitment and retention. However, earlier this year the Commission discussed the increased pressure on wages and benefits in light of what businesses such as Amazon and some other cities are offering in terms of wages and benefits and the impacts that has on our recruitment and retention efforts. These pressures may have been softened a bit given the rise in unemployment due to the pandemic but it is too soon to determine that. While we continue to explore ways to successfully recruit and retain an outstanding workforce to serve our residents, we will continue to embrace the values of diversity and inclusion.

WATER AND SEWER FUND

Revenue

The Water and Sewer budget for FY 20/21 totals \$22,790,599, which is a decrease of 16.88%, largely due to a major alternative water supply projects that were funded in FY 19/20. The Commission approved a new rate structure implemented October 1, 2017. Additionally, the Water and Wastewater Trust Fund, which derives its revenue from impact fees and grant revenues, includes capital projects totaling \$7,115,136.

Expenditures/Programs

For nearly a decade, the City has been working with its West Volusia partners and the St. John’s River Water Management District (SJRWMD) on developing alternative sources of water to meet the requirements of the Blue Springs Mitigation Strategy. Given the significant cost of these projects, the City has been setting aside funding each year in a reserve to help stabilize rates when it came time to do the projects. This FY 20/21 budget does not include the use of those reserves but the FY 21/22 budget will. The balance in future alternative water supply projects reserve is approximately \$18,000,000.

Over the past decade there has been significant growth in the utility and the need to increase staffing to meet the demand. There is funding for a Deputy City Engineer (\$85,276), Utility Technician (\$39,680), Backflow Technician (\$41,484), Chief Chemist (\$72,120), Wastewater Collections Foreman (\$95,299), Utility Collection Technician (\$38,746), Journeyman Electrician (\$52,128), Utility Billing Meter Supervisor (\$52,873), and for Career Track position upgrades (\$36,256). There are no funds included for a merit or cost of living adjustment. However, there are funds to cover the 3.5% increase in Health Care Costs to employees (\$30,001).

The budget includes \$3,949,743 in capital in Water and Sewer Fund and \$7,115,136 in the Water and Sewer Trust Fund to include:

Utilities Administration Building Design	\$500,000
GIS Mapping Services	\$135,000
Water Plant 3 CROM Tank Ceiling Rehabilitation	\$79,200
Water Plant 9 Variable Frequency Drive Replacement	\$45,179
Water Plant 2 Roof Replacement	\$49,000
Water Plant 4 High Service Pump Replacement	\$35,000
CROM Tank Exhaust Blower Water Plant 4	\$6,000
Water Plant 9 Submersible Mixing System	\$65,500
W SR 44 Utility Relocation	\$460,000
Mandarin Water Main Replacement	\$60,282
Grundomat Boring Tool	\$5,900

Meter Replacement	\$480,000
Pole Barn Enclosure	\$50,200
Edison Water Main	\$605,508
Rubber Track Excavator	\$31,500
Block Digestor	\$12,400
Reclaim Borrow Pit Final Design	\$400,000
Brandy Trails Security Cameras	\$8,600
Mower	\$12,100
Generator L/S 81	\$41,400
HIBOCS Odor Control Unit L/S 125	\$52,500
Lift Station 5 Panel Box Replacement	\$50,200
Lift Station 15 Panel Box Replacement	\$50,200
Lift Station 51 Panel Box Replacement	\$51,200
Remote Telemetry Unit – Lift Station 130	\$13,000
Lift Station 77 Panel Box Replacement	\$63,700
Trailer Mounted Genie Lift	\$34,000
Overhead Doors (2)	\$25,938
Manhole Rehabilitation	\$60,000
Manhole Pole Camera	\$19,500
Sewer Line Rehabilitation	\$150,000
Push Rod Camera System	\$16,830
Vehicles – New (2) and Replacements (5)	\$279,906
Total Utilities Capital	\$3,949,743

Reclaim Water Expansion 4A and Adelle (Partial Grant Funded)	\$4,539,200
2021 Water Main Improvements	\$1,775,936
Reclaim Water Expansion Alabama and Amelia	\$800,000
Total Water & Sewer Trust Fund Capital	\$7,115,136

Challenges/Opportunities

The Utility Department continues, independently and in collaboration with other West Volusia utilities, to actively pursue strategies to protect the environment by increasing storm and wastewater recharge, improving removal of nutrients and other wastewater pollutants, and encouraging conservation of our water resources. Simultaneously, the department works to maintain, improve and expand utility infrastructure to provide reliable facilities which are consistently compliant with regulatory standards and meet the needs of our expanding population.

Potable Water

The City last received a Consumptive Use Permit for groundwater withdrawal in 2017. Compliance with this permit requires additional distribution of reclaimed water, recharge in rapid infiltration basins and development of additional water sources outside the Blue Spring springshed. Projects proposed in FY 20/21 include continued design of new wells and treatment facilities east of I-4 near the Fairgrounds and continued participation with the other West Volusia Water Suppliers in the Borrow Pit/ Wetland Rehabilitation Project located east of Blue Spring. Additional water main looping and reinforcement projects (2021 Water Main Improvements) are also proposed.

Reclaimed Water

Construction of a new reclaimed water tank and pumping facility in the NW portion of our service area was budgeted in FY 19/20 and will be completed in the upcoming fiscal year. Funds are programmed in FY 20/21 for a local match to State grants to construct reclaimed water retrofits in the Cascades, Cascades Park and Glenwood Springs subdivisions and for new reclaimed water lines on Adelle Avenue to transmit reclaimed water north from the treatment plant.

Wastewater Collection and Treatment

The operating permit for our wastewater treatment plant was renewed in 2018. While projects completed in the past fiscal year allowed the treatment plant to meet advanced wastewater treatment standards for nitrogen and phosphorus during low flow conditions, additional treatment process improvements will be needed to reliably meet advanced waste treatment requirements anticipated in the near future. The FY 20/21 budget therefore contains funding for a study to determine the best solution for this upgrade and probable cost. The proposed budget also contains funding for a local match to State funding to construct a final phase of gravity sewers in the Spring Hill area.

Geographic Information System (GIS)

Over the past six years, almost all of the City's Utility Service Area has been incorporated in the GIS. In the upcoming fiscal year budget, funding is requested to incorporate new subdivision infrastructure constructed in the recent past and to perform necessary system quality control. The GIS is now widely used by Utility and Public Works personnel. Maps of most right-of-way infrastructure are available to all City departments and can be accessed by our field personnel on laptops, tablets, and smart phones. Approximately 9,000 record drawings are accessible in a user-friendly format. The new Cityworks Work Order Management System has been implemented throughout the Public Services divisions. This system graphically attaches work orders and maintenance history to physical asset locations through the City.

Administration

The City's Utility Department has grown to become a large enterprise which has outgrown existing facilities. Additional office, meeting and work space is needed now and these needs are expected to grow. The FY 20/21 budget contains funding to design a new Administration Building to be constructed in a future fiscal year.

Costs to comply with reasonably foreseen operational needs and regulatory mandates have largely been programmed in the budget for FY 20/21 or are included in the City's Capital Improvement Plan. Provided the City implements proposed rates and continues to collect water and sewer impact fees, sufficient funding is expected to be available to implement the programs discussed above.

AIRPORT

Revenue

The principal source of revenue for the airport is charges for t-hangars and property lease revenue. The proposed budget includes lease, grant, and sponsorship revenue of \$7,377,351. This is a 60.01% increase due to major capital projects included in the FY 20/21 budget.

Programs/Services

There are funds included in the budget for the Sport and Aviation Expo (\$146,720), which are partially offset by sponsorships and other revenue (\$98,149). The budget also includes an Airport Maintenance Worker (\$34,200), but does not include a merit or cost of living adjustment. There are funds to cover the 3.5% increase in Health Care Costs to employees (\$1,959).

The budget includes \$5,776,000 in capital projects with \$4,820,000 being funded from Grants and \$858,875 from airport reserves.

Skinner Road Connector	\$500,000
T-Hangars and Electric Gate Controller (Sport Aviation Village)	\$1,825,000
Rehabilitate East and West Aprons and Electric Home Runs	\$3,100,000
Wildlife Management Plan	\$20,000
Security Cameras and Fencing	\$300,000
Sport Aviation Village Fencing	\$31,000
Total Airport Capital	\$5,776,000

Challenges/Opportunities

A significant challenge for the new Fiscal Year is whether the Sport Aviation Showcase will need to be canceled or modified given the COVID-19 pandemic. Each year funds are expended before the new FY for the showcase. If the showcase were to be cancelled or modified it should be done in August 2020. Additionally, there have been 16 companies show interest in the Sport Aviation Village. However, none have committed to a lease. There is \$1,825,000 included in the FY 20/21 for T-Hangars to try and build interest in privately funded hangars in the village as originally planned. This project is offset by a grant (\$1,460,000).

STORMWATER

Revenue

Stormwater revenue for FY 20/21 is estimated at \$1,886,452 or decrease of 7.80%.

Expenditures/Services

In FY 09/10, the City assumed responsibility for maintenance of streets in several new subdivisions. Part of the responsibility includes street sweeping in order to properly remove debris prior to it entering the storm drains and to comply with the City’s NDPEs permit. The number of curb miles to be swept is 2,572. Over the years we have contracted with a company to provide street sweeping services. In FY 19/20 we budgeted \$71,572. Due to significant service level issues, staff is recommending that this be done in house. The proposed budget includes a Stormwater Technician (\$42,197). This will enable us to provide a significant increase in service level. The budget does not include a merit or cost of living adjustment. There are funds to cover the 3.5% increase in Health Care Costs to employees (\$2,415). Lastly, there is \$727,063 in funding for capital:

City Hall Drainage Pipe 24”	\$111,090
New Hampshire Pond Addition	\$250,384
Boston Avenue & Rich Avenue Drainage Improvements	\$65,019
Sweeper (5 Year Lease)	\$65,200
Broom/Mower Attachment for New Skid Steer	\$14,070
Replace Portable Pump (2)	\$101,300
Miscellaneous Stormwater Neighborhood Improvements	\$100,000
Miscellaneous Stormwater Pond Improvements	\$20,000
Total Stormwater Capital	\$727,063

Challenges/Opportunities

Past hurricanes and tropical storms made us realize that there are still improvements that can be made to alleviate flooding in areas throughout the City. There are still several projects included in the Stormwater Master Plan that could help alleviate these additional flooding concerns that should be considered at some point in the future. We will also continue to work on neighborhood flooding issues. A stormwater rate study is due to be completed in FY 19/20 and needs to be presented to the City Commission and if approved could fund some of the additional projects in the Stormwater Master Plan.

PERMITS & INSPECTIONS FUND

Revenue

The proposed budget for FY 20/21 is \$2,528,967. This is an increase of 26.86%.

Programs/Services

The budget includes \$400,000 for demolition of derelict structures. Staff is recommending a multi-year program where we would identify structures throughout the City that need to be demolished and utilize those funds achieve that goal. The budget includes \$16,843 for Career Track position upgrades. The budget does not include funds for a merit or cost of living increase. There are funds to cover the 3.5% increase in Health Care Costs to employees (\$5,051).

Challenges/Opportunities

The residential and commercial construction market has been robust for the past few years. Although the commercial market has slowed due to the impacts of the COVID-19 pandemic, residential construction remains steady. Over the past five years we have had difficulty recruiting and retaining qualified plans reviewers and inspectors leading to challenges in maintaining adequate staffing levels. These personnel shortages prevented the department from meeting our turnaround times for permit reviews. However, in the past year we have been able to fill all vacant plans review and inspector positions and turnaround times are now in line with our stated goals and performance measures. Additionally, we added over the counter permits to enhance customer service. We have also increased training and communication with staff and added a Permit Facilitator to assist those applying for a permit with process questions.

In November 2019 we launched the Accela Civic Platform electronic permitting software which allows customers 24-hour online access to submit, track, schedule and coordinate permitting and inspection activities. This will further improve service delivery time. The built-in workflow will allow electronic documents to be shared and reviewed across departments. Mobile capabilities will give customers faster and improved access to their data and it will enhance staff productivity. Currently we are in the process of launching the ePermitHub electronic plan review interface that will allow builders and developers to submit plans online and for staff to review and track them electronically. We will soon launch the Open Counter software solution which will provide an automated guide to the city's permitting processes and will gather the information required to submit an application in the Accela Civic Platform. The Business Portal will guide entrepreneurs through the requirements of opening a business while the Residential Portal will help residents identify the permits and licenses they need for their home improvement projects.

COMMUNITY REDEVELOPMENT AGENCY

Revenue

The proposed budget is \$599,414, an 1.97% increase. The preliminary taxable value in the downtown increased over base year by \$40,218,850, an increase of \$4,166,376 or 11.56% from the prior year. This increase in taxable value will generate an additional \$26,082 in taxes at the millage rate previously discussed. Using the proposed millage rate for the City, and the current ad valorem taxes collected for all other contributing taxing entities, the estimated ad valorem revenue for FY 20/21 is \$526,705. This is an increase of 2.5%. The proposed budget increases reserves by \$193,663 leaving an estimated \$587,000 at the end of FY 20/21. This does not include \$500,000 in unspent loan proceeds for a new parking lot on the existing fire station site that is to be demolished.

Programs/Services

Programs for the FY 20/21 year include:

- Mainstreet Administration
- Regional Marketing Campaign
- Downtown Sculpture Program
- Fire Station Parking Lot (Loan)
- Infrastructure Maintenance
- Special Events
- Historic Preservation
- Maintenance of Downtown Assets (Pioneer Park, Chess Park, Streetscape, etc.)
- Repair/Replacement of Christmas Decorations
- Grants
- New Independent Audit Requirement

Challenges/Opportunities

Revenues are sufficient to cover expenditures to include all the costs for waived downtown Special Events (assuming none are canceled due to COVID-19). A new three-year agreement with MainStreet DeLand Association will start in FY 20/21. In light of the COVID-19 pandemic and its impact on the city budget, MainStreet will not request an increase in funding during the term of the new agreement. The budget includes payment on the debt service for the Fire Station Parking Lot (\$38,435). The CRA budget for FY 19/20 included no funding for the sculpture program (every 2 years) so there is \$15,000 included the FY 20/21 budget. The budget also includes funding for a graffiti repair grant to assist downtown properties to expedite graffiti mitigation (\$2,500). Estimated CRA reserves at the end of FY 20/21 are estimated to be \$587,000. The CRA should discuss capital projects for those funds to include additional parking, additional signage, grants or other priorities. The City Commission and CRA approved the development and acquisition agreement for the old jail property. Although the agreement includes an incentive from the CRA, funds are not included in FY 20/21 budget as the incentive will not begin until the developer has occupied the building expected in 2022.

SPRING HILL COMMUNITY REDEVELOPMENT AGENCY

Revenue

This year, the preliminary taxable value in the Spring Hill area increased over base year by \$12,018,690, an increase of \$5,932,745 or 97.48% from the prior year. This increase will generate an additional \$37,805 in taxes at the millage rate previously discussed. Using the proposed millage rate for the City, and the current ad valorem taxes collected for all other contributing taxing entities, the estimated ad valorem revenue for FY 20/21 is \$228,980. This is an increase of 12.19%.

Programs/Services

The proposed budget totals \$363,061 and includes funds to operate the new Dr. Joyce M. Cusack Community Resource Center (\$149,300). The Spring Hill CRA will also continue the Property of the Quarter program. The budget also includes funds for exterior improvement grants (\$5,000), connection assistance grants (\$100,000) which is offset by a grant from the Florida Department of Environmental Protection, and debt service on the new Dr. Joyce M. Cusack Resource Center (\$36,386). The proposed budget increases reserves by \$69,190, leaving an estimated reserve balance of \$315,000 at the end of FY 20/21.

Challenges/Opportunities

Values appear to be on track to cover the operations of the new Dr. Joyce M. Cusack Resource Center and the debt service for the facility. Staff recently opened the new facility and will continue to implement the community services that were outlined in the consultant report that was completed this past fiscal year. The annual Mayor's Backpack Giveaway was another success and conducted via a drive through rather than a walk-up event due to COVID-19. Due to COVID-19, many of the traditional in-person services offered at the Dr. Joyce M. Cusack Resource Center have either been scaled back or administered in a virtual manner to ensure client and staff safety. FY 20/21 will challenge staff to find the best methods/practices to deliver these relied upon services to the maximum and safest extent as possible.

ACKNOWLEDGEMENTS

I would like to recognize Dan Stauffer, Finance Director, Heidi Van Etten, Assistant Finance Director, and Nick Segel, Budget Manager, for their professionalism and continued dedication to continuous improvement in the budget process. I would also like to thank Mike Grebosz, Assistant City Manager for his hard work on the performance measures. Thanks to their efforts, the Government Finance Officers Association has awarded DeLand the Distinguished Budget Award for the past fifteen consecutive years. I would also like to recognize all of the department heads for their hard work in developing programs, goals, and performance measures that went into this budget. Their teamwork and professionalism are exemplary and the reason for our success. Thank you for this opportunity to present this recommended budget and I look forward to working with you to address the challenges and opportunities that lie ahead.

Very truly yours,

Michael Pleus, ICMA-CM
City Manager

STRATEGIC PLANNING

Introduction

The City of DeLand strives to address community issues as they arise and anticipate the needs of the community. The City Commission, City Manager and City staff feel that they are taking positive and proactive measures to address major issues and concerns of the citizens. The City leadership is interested in learning more about the needs, desires and dreams of the citizens of DeLand. In an effort to achieve this end, the City Commission and City Manager initiated a community strategic planning process. Each annual budget cycle begins in February with a City Commission and City staff workshop to review and adjust the strategic plan.

What is strategic planning?

Strategic planning is a group dynamic process, which enables an organization to address immediate issues, examine trends, assess capabilities, re-examine its reason for existence, define a new sense of direction, and develop an action plan to put the new direction into effect. The goal of strategic planning is to have the stakeholders work collectively to identify the purpose and direction for the organization and to identify the issues and trends that may inhibit that vision, assess the resources and capabilities of the organization, and then develop an action plan to put the vision into effect.

At its foundation, strategic planning is about facing change, planning for it, and positioning the community to make the most of change and to direct it as much as possible for the good of the organization. An organization and individuals must cope with change through communication and participation, which this planning process provides.

Strategic planning usually covers a period of time from one to five years, and its primary objective is to focus on organizational direction or purpose. In strategic planning, the objective is to insure that the organization's direction dictates the development and focus of other planning efforts.



Vision for DeLand, Florida

DeLand will remain a city whose diverse citizens demonstrate a strong sense of community. The City will remain dedicated to preserving and enhancing those assets which make DeLand distinctive. We, as citizens of DeLand, will continue to strive to maintain DeLand's heritage as the "Athens of Florida."

Guiding Principles: *To achieve this vision, the Commission has adopted a number of principles to guide it as it seeks to preserve and enhance the City's distinctive assets. These principles are presented below by major theme.*

1. COMMUNITY. We will develop and implement programs and services that enhance the small town atmosphere and quality of life in DeLand by maintaining and / or developing:

- a community of beautiful and safe neighborhoods, all with easily accessible public space, green space and bike and pedestrian friendly design;
- a culturally diverse community that values its diversity;
- a core community distinguished by its historic downtown, arts and cultural community, trees, Stetson University, and older, well maintained homes;
- downtown events that bring people together for a wide range of recreational, cultural, and intellectual events;
- infrastructure that provides interconnection between all community neighborhoods;
- services or infrastructure which help our community and residents remain healthy and mobile;
- a safe community;
- a community with quality and accessible healthcare.

2. EDUCATION. We will support comprehensive educational opportunities that provide our citizens with tools for their well being by:

- recognizing the critical importance that education and work skills play in ensuring we can have the quality community we want;
- advocating for our educational institutions to meet the lifelong learning needs of our residents, our employers and our employees;
- advocating family and parenting skill development as the building blocks of education;
- advocating quality educational opportunities for all residents as a lifelong pursuit;
- advocating vocational programs that meet the needs of employers and employees;
- providing community education about government;
- advocating a community with advanced technology that supports the enhancement of education and the economy;
- recognizing the importance and efficacy of Science, Technology, Engineering, Art and Math (STEAM) in K-12 education.

3. ECONOMY. Recognizing that a healthy economy promotes our success, we will:

- foster an entrepreneurial environment that supports local partnerships to create small business incubators and start ups;
- have a sustainable growth policy requiring the wise use of fiscal and natural resources;
- foster an economy that encourages diverse and economically rewarding job opportunities for all, resulting in a strong tax base;
- foster an economy that takes advantage of our regional location, transportation connections and airport;
- develop an economic infrastructure that supports local, regional and global business practices;
- seek out active partners in regional economic development;
- emphasize and promote Ecological, Cultural, Heritage, and Outdoors [ECHO] Tourism resulting in capital development;
- develop or advocate for transportation and mobility options that support economic activity.
- recognize and support the existing "economic generators" in our community.

4. **HISTORY.** DeLand is identified as the "Athens of Florida." That heritage started with the City's Founder, Henry A. DeLand. Henry DeLand's goal was to create a town dedicated to the advancement of education and culture, much like the Athens of Greece. To this end, he started the DeLand Academy, which became Stetson University and in fulfillment of his dream, DeLand has been a center for culture and education. Recognizing that our future is guided by our heritage, we will:

- protect
 - our historic downtown
 - Stetson University
 - our neighborhoods
 - our other historic areas;
- encourage historic preservation and restoration efforts;
- advocate for flexible development standards for historic properties;
- encourage new development in the core that complements the historic character of the core community;
- encourage functional reuse of historic buildings while maintaining the historic character of the community;
- support programs that emphasize and promote the historic attributes of the community.

5. **CITIZENS.** DeLand is comprised of citizens who are truly engaged and actively work to make the community a great place in which to live work and play. Recognizing the value of an active and engaged citizenry, we will:

- work to ensure that there are living wage jobs in our community so that our youth remain in DeLand and become of active part of our civic culture.
- support community engagement in all aspects of policy development.
- develop and/or support programs that keep citizens engaged in making DeLand a great place in which to live work and play.
- develop and implement policies that produce tangible and measurable solutions for people experiencing homelessness.
- encourage a high level of citizen participation in the community, particularly on cross-generational, multi-cultural projects;
- develop policies and programs to support growing senior citizen population.
- provide variety of recreational opportunities for citizens of all ages.
- foster a community culture that embraces the community's diversity.
- foster a city workforce culture that provides quality service to our citizens and recognize service of employees to the public.

Strategic Focus Area: Regional high value job creation.

Strategic Context: This first strategy acknowledges that DeLand is part of an economic region and when the region benefits, DeLand benefits. Secondly, the strategy emphasizes that the desired end result is high value jobs. A high value job is one that generates a family supporting wage while also offering meaningful work that would retain the youth of a community.

Strategic Results:

- Environmentally clean, high wage jobs.
- Increased diversity of the economic base of the community.

Strategies:

Retention and expansion of existing businesses and sites

Action Steps:

1. As opportunities are presented coordinate with Enterprise Florida to promote international marketing.
2. Continue business retention / communication programs and efforts.

3. Conduct staff analysis and hold Commission discussion of redevelopment sites to determine potential costs and potential beneficial uses.
4. Develop business sites at airport, including "ready to build" sites.
5. Support policies and programs that encourage the retention and growth of our economic generators.
6. Work with Team Volusia, County Economic Development and other agencies to promote the DeLand Airport to facilitate diverse industries with clean jobs.
7. Work with the DeLand Chamber of Commerce and other agencies to assist local businesses with expansion efforts.

New business development (business recruitment and site development).

Action Steps:

1. Work with Team Volusia, County Economic Development, Chamber of Commerce, and other agencies to promote the area and work prospects for the DeLand Airport and other properties to bring diverse industries with clean jobs.
2. Evaluate existing and additional incentives for economic development to remain competitive in the marketplace.
3. Provide assistance to fill vacant industrial/commercial sites.
 - a. Spring Hill
 - b. Downtown Deland
 - c. Airport
 - d. Industrial areas.
 - e. Gateway areas.
4. Develop a marketing strategy for new commercial and industrial businesses that includes brand and reputation management.
5. Pursue Sport Aviation Village at DeLand Municipal Airport.
6. Develop and implement strategies to attract jobs in science, engineering, architecture, education, arts, music, and entertainment whose economic function is to create new ideas, new technology, and new creative content — the "Creative Class Businesses."
7. Identify and pursue strategies to expand the downtown beyond its current boundaries.

Foster collaboration and partnerships

Action Steps:

1. Provide a unified and coordinated strategy with Team Volusia, County Government, and other economic development partners.
2. Cooperative efforts with other West Volusia cities.
3. Work with the County, west side cities, and other partners on the SunRail Transit Oriented Development Plan for DeLand Station.
4. Enhance user-friendliness in terms of economic development support.
5. Work with Career Source Flagler/Volusia to provide more job training and job opportunities for residents including those with criminal records and felony convictions.

Strategic Focus Area: Institute Smart Growth principles:

Strategic Context: To manage growth, the City will need to institute a number of smart growth principles. For reasons of both community identity and governmental efficiency, an annexation strategy is required which will "square off" the City's boundaries.

Strategic Results:

- Annexation which will "square off" the City's boundaries.
- Quality growth that preserves the character of the City.
- Encourage redevelopment

Strategies:

Annexation

Action Steps:

1. Require contiguous properties to annex.
2. Continue to review annexations from a business plan perspective.
3. Conduct annexation feasibility studies when appropriate.

Redevelopment *Action Steps:*

1. Pursue downtown residential redevelopment.
2. In cooperation with County, support Spring Hill redevelopment through the Spring Hill Community Redevelopment Agency.
3. Promote downtown commercial redevelopment with MainStreet DeLand.
4. Pursue redevelopment in areas outside of City core.
5. Develop action plan for use of existing public lands and buildings owned by county and City in Downtown.

Community consistent growth *Action Steps:*

1. Implement the 2050 vision plan, to include joint planning agreements with the County.
2. Implement smart growth policies relating to increasing urban densities and protecting conservation areas.
3. Provide 4.6 acres of parkland per 1,000 population.
4. Encourage use of Planned Development Agreements in zonings.
5. Promote mixed use development that localizes traffic trips.
6. Adopt County sponsored stormwater requirements utilizing 100 year storm event
7. Manage, the difference in rates between potable and reuse water so as to encourage conservation.
8. Work with other cities and the County to provide a sustainable and affordable water supply to meet demand.
9. Review land development regulations and policies and incorporate principles that encourage smart growth and redevelopment.
10. Develop transportation mobility strategy which may include traffic congestion management approach.
11. Explore development of similar rules for commercial development between the City and County on gateway corridors.

Strategic Focus Area: Preserving "Sense of Community" as a key asset.

Strategic Context: Throughout the strategic planning process, the term "sense of community" has been highly valued as a distinctive DeLand asset. The term is most often associated with downtown, the historic district, Stetson, and the old city grid. It is this core city identity that citizen's want to maintain and preserve. This distinctiveness is critically important in the New Economy where sense of place is a highly valued asset. There is synergy between high value jobs and maintaining the current sense of place that distinguishes the core city.

Strategic Result:

- Maintenance of distinctive core city.
- Preserve "sense of community."

Strategies:

Current asset protection and maintenance *Action Steps:*

1. Ensure that the quality of public investments is maintained through a long term maintenance plan.
 - a. Implement multi-year maintenance plan for city assets (buildings, parks, pools, etc) and downtown improvements that promote mobility.
 - b. Enhance right of way maintenance, pavement/sidewalks, signage, and curbs city-wide.

Promote additional investment *Action Steps:*

1. Work with MainStreet DeLand Association to prioritize and schedule additional public improvements.
2. Continue private investment in those core assets that define "sense of community."
 - a. Encourage private investment in commercial redevelopment and residential restoration.
 - b. Provide incentives to encourage redevelopment of commercially underutilized buildings.
3. Develop plan for maintenance and utilization of downtown parking lots.
4. Implement other facets of Downtown Master Plan Update.
 - a. Develop alternate forms of transportation downtown linked to Intermodal Facility, i.e. downtown trolley.
 - b. Continue partnership with Main Street Association.
 - c. Maintain linkage with Stetson facilities.
5. Promote bicycle/pedestrian friendly resources.
6. Create an Arts and Culture District in downtown DeLand.
7. Develop policies and plans for development outside of our core that promotes public and private investment that is complementary to our core, not competitive.

Create and/or support public policies that promote a sense of community, promote our community's history, promote inclusiveness or solve important community issues.

Action Step:

1. Support additional diverse and inclusive events throughout the City.
2. Add youth programs that create more youth influence in the community.
3. Create a database for volunteers in the community.
4. Support preservation of historic structures in core city as well as throughout the City.

Strategic Focus Area: Creating the connected community.

Strategic Context: It is the connections between the three elements identified so far which will create the economic dynamism and the community vibrancy desired by the citizenry. This connection takes form in four ways:

- Key Corridors. The City has two key corridors — Woodland and SR 44 and several gateways that are important entry ways into the City. The look and feel of these corridors and gateways needs to be consistent or complementary with the City both to enhance the sense of community as well as permeate across the City the image of DeLand as a distinctive place which attracts high value wage earners and high value jobs.
- Greenways. This includes recreational areas, bike paths, urban trails, sidewalks and other physical connections which allow one to move about the city in a pedestrian-friendly manner. This connection fosters sense of community while also supporting the attractiveness of the City to high value jobs.
- Information. To attract high value jobs and high value wage earners and entrepreneurs, the City must offer access to the world through electronic means.
- Comprehensive Code Enforcement on a focused basis. If the City is to maintain its competitive advantage as a real place with a sense of community, no part of the City can be allowed to deteriorate. Therefore code enforcement must be comprehensive, but used on a focused, priority basis.

Strategic Results:

- Mobility.
- Community aesthetics and appearance.
- Human and technological connections.
- Preserve sense of community for long term as well as new residents.

Strategies:

Walkability and alternative mobility

Action Steps:

1. Continue implementation of sidewalk master plan with emphasis on safety and linking neighborhoods to each other and to the other features of the City, i.e. downtown, parks, schools, etc.
 - a. Continue the sidewalk construction using a ten year plan and repair all broken sidewalks within a five year program.
2. Continue to develop all phases of the DeLand Greenway.
3. Develop and implement a plan to make DeLand a bicycle friendly community modeled after best practices put forth by the League of American Bicyclists.

Traffic Mobility

Action Steps:

1. Identify and implement options for traffic calming throughout the City.
2. Continue street resurfacing plan.
3. Continue to pursue Sunrail station for DeLand.
4. Develop options to shuttle commuters from Sunrail to downtown DeLand.
5. Encourage other alternative forms of public transportation.

Design and Appearance

Action Steps:

1. Continue development of DeLand Greenway.
2. Roadways:
 - a. Partner with the Florida Department of Transportation and Volusia County to develop a corridor improvement plan which identifies ways in which the major entrances into the City can be improved.
 - b. Improve City's gateway signage.
3. Maintain and improve the aesthetic appearance throughout the City and along its gateways.
 - a. Gateways:
 - i. Enforce the City's Design Standards.
 - ii. Focus proactive enforcement on major issues that create unsightliness along the City's gateways.
 - iii. Mowing, litter control, planting trees.
 - iv. Continue joint code enforcement/gateway standards with the County.
 - v. Develop joint code enforcement programs with the County on shared corridors.
 - vi. Maintain Tree City USA designation.
 - b. Continue focused program for razing condemnable structures as funding allows.
 - c. Review sign requirements.

Strategic Focus Area: High value government.

Strategic Context: To support the combination of high value jobs and sense of community a high value government must be fostered. This would include as:

- Increased use of e-governmental tools to communicate internally and externally.
- Alignment of resources to the strategic plan.
- Integrated city infrastructure with other public and private infrastructure sources.

Strategic Results:

- Efficiency.
- Effectiveness.
- Organizational Capacity Leadership.
- Interaction with citizenry and access to city government.

Strategies:

Technology leadership

Action Steps:

1. Continue implementation of a strategic information technology plan.
2. Continue to position the City to be a municipal leader in the use of information technology for public services by achieving e-qualified community status.
3. Enhance e-government capabilities:
 - a. Expand and continually improve city web site. Develop interactive web site.
 - b. Endeavor to install all new customer accounts through electronic payments.
 - c. Develop a social media strategy consistent with Florida law.
4. Facilitate partnering opportunities with other related infrastructure providers.
5. Provide education to city workforce on technology utilization.

Organizational Improvement

Action Steps:

1. Annually provide customer service training for employees.
2. Continue implementation of an organizational improvement / process re-engineering program.
3. Systematically and continuously review City functions from the perspective of how technology can improve efficiency and effectiveness.
4. Identify long term investments in technology, facilities, and training to enhance services and operations.
5. Systematically and continuously review City functions for improved efficiency and effectiveness and consider potential privatization and/or public partnership advantages.

Facilities and infrastructure

Action Steps:

1. Maintain park system to provide 4.6 acres per 1,000 citizens and increase capacity at existing facilities.
2. Continue maintenance of City facilities in accordance with five-year maintenance plan.
3. Aggressively pursue expansion of reclaimed water system master plan for expansion.
4. Complete a comprehensive analysis of all underutilized public property in downtown and determine optimum future use.

Future planning

Action Steps:

1. Maintain City Strategic Plan and update at City goal setting workshop.
2. In cooperation with the other west-side utilities, develop and implement strategies and facilities to meet the requirements of the Blue Springs Mitigation Strategy.
3. Continue capital investments to alleviate future flooding of neighborhoods.
4. Prioritization of projects included in Stormwater Master Plan.
5. Plan for increased cultural diversity and increased senior citizen population.
6. Continue expansion of activities at the Sanborn Activity Center to meet demand for programs.
7. Expand programs at Chisholm Community Center.

8. Develop a plan for future park facility needs.

Service Improvements

Action Steps:

1. Emphasize paperless record keeping.
2. Develop partnerships for better efficiency, reduced costs.
3. Develop interactive use of City web site.

Staff development

Action Steps:

1. Strengthen leadership/management skills of existing employee base.
2. Continue to implement succession plan.
3. Develop a diversity plan.
4. Provide technology training to City work force. Regularly scheduled classes, technology curriculum, ask employees what they need.

Strategic Focus Area: Communication.

Strategic Context: To maintain a high level of both internal communications within the City Government as well as ensure a two-way flow of information between the City Government and the citizens.

Strategic Results:

- Informed and engaged citizenry and city employees.
- Improved access to city government.

Strategies:

Public communication and outreach. A comprehensive public relations approach incorporating newsletters, e-communications, outreach efforts and other identified tools for improving both public access to and understanding of government, as well as to increase public participation in civic affairs.

Action Steps:

1. Develop and implement a strategic communications plan.
2. Emphasize personal contacts with citizens vs. heavy reliance on electronic communication.
3. Survey community periodically on city services.

Citizenship development

Action Steps:

1. Continue local student government academy designed to provide high school students with knowledge of local government (Chamber, High School).
2. Pursue development of a youth council.
3. Pursue development of a citizen's academy.
4. Continue/expand activities related to Florida city government week.

Expanded access

Action Steps:

1. Encourage civic engagement in the policy development process.

2. Continue a City Commission citizen concern response system.

Legislative

Action Steps:

1. Continue development of annual legislative action platform.
2. Communicate policy positions of City to State legislators on specific State legislative initiatives.

Strategic Focus Area: Maintaining a Safe Community

Strategic Context: To have a thriving, prosperous, and exciting community in which to live work and play it is necessary to first provide for the safety of our citizens.

Strategies:

Maintain public safety

Action Steps:

1. Insure public safety services are developed to meet needs of annexed areas.
2. Continue a program of stricter speed limit enforcement.
3. Continue closest station response with Volusia County and coordinate public safety service delivery.
4. Maintain strong law enforcement presence in the community.
5. Develop additional preventative public safety services that are not emergency services.
6. Enhance communication between public safety and citizens.
7. Continue Citizens Police Academy and utilize alumni in appropriate ways to assist in law enforcement efforts.
8. Work with the Volusia County Sheriff's office to develop and implement a joint policing program to ensure consistency in enforcement.
9. Develop and implement policies that produce tangible and measurable solutions for people experiencing homelessness.

Strategic Focus Area: Preparing for the Future/Sustainability

Strategic Context: Recognizing that the City itself is dynamic and that extensive changes will occur in the region in the near and long term future, it is important that there be a strategic focus on the future.

Strategic Results:

- Identification of emerging issues that can impact the City.
- Proactive development of plans and strategies to address those issues.

Strategies:

Identification of emerging issues and options regarding a growing senior population.

Identification of emerging issues and options regarding health care services in the community.

Recognize and where possible facilitate or participate in mobility (transportation) planning for the community in the regional context.

Increase opportunities for affordable housing.

Identify and facilitate means to address community social needs. Identify and pursue sustainability opportunities.

Action Steps:

1. Promote sustainability in policy decisions.
2. Identify sustainability initiatives to be pursued with grant money.
3. Pursue Florida Green City platinum designation.

Priorities in Action

Initiative	Department	Strategic Focus Area
Rehabilitate East and West Aprons & electric home runs	Airport	Regional high value job creation
Stadium Seats - Melching Field	Parks & Recreation	Preserving "Sense of Community" as a key asset
Downtown Sculpture Program	Downtown CRA	Preserving "Sense of Community" as a key asset
Mural & Graffiti Removal Grants	Downtown CRA	Preserving "Sense of Community" as a key asset
Road Milling and Resurfacing	Streets	Creating the connected community
Meter Replacement	Water Distribution	High value government
2021 Water Main Improvements	Water Distribution	High value government
Multiple Information Technology improvements	Information Technology	Communication
Neighborhood Center	Homeless Shelter Fund	Maintaining a Safe Community
Reclaim Water Expansion 4A & Adelle Ave	Wastewater Treatment	Preparing for the Future/Sustainability
Reclaim Water Expansion Alabama & Amelia	Wastewater Treatment	Preparing for the Future/Sustainability

BUDGET CALENDAR

Budget Preparation/Goal Setting

February 29	Strategic Planning/Goal Setting Workshop with City Commission
March 1	Release budget preparation materials to Departments

Budget Preparation/Goal Setting

Budget (including CIP) Request Submission Deadlines

March 31	All Departments FINAL DAY (Capital, Goals & Objectives, Performance Measures and Line Items)
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Department Review with City Manager and Finance Director

May 4-15	General and Enterprise Funds Review
May 6	All Departments FINAL DAY for submission of revised Goals & Objectives and Performance Measures

Budget Workshops with City Commission

July 30	Release budget to City Commission and CRA's
August 10-11	Review Proposed Budget including Department Presentation
August 11	Final discussions including proposed Millage Rate

TRIM Notice Requirements

June 1	Property Appraiser release pre-preliminary tax roll
July 1	Property Appraiser certifies tax roll
July 20	Review proposed budget and set millage rate for TRIM Notice
August 1	Deadline for advising Property Appraiser of proposed millage rate for CRAs
August 4	Deadline for advising Property Appraiser of proposed millage rate and public hearing on tentative budget (35 days after July 1, per TRIM)
August 4	Complete Forms DR-420, DR-420TIF, DR-420DEBT, and DR-420MMP in eTRIM
August 24	Deadline for Property Appraiser to notify property owners of proposed millage levies
September 7	Public hearing on tentative budget for Downtown CRA and Spring Hill CRA
September 7	Public hearing on tentative budget and millage rate (tentative date no earlier than the 65 th day following July 1 st which is September 3 rd , and no later than 80 th day following July 1 st which is September 18 th , per TRIM)
September 15	Deadline to submit budget advertisements to News Journal
September 18	Post tentative budget resolution on City website (at least 2 days before final budget hearing per S.166.241 F.S. eff. 10/1/11)
September 18	Advertisement Published. Per TRIM, must be in a locally distributed newspaper more than 2 days before the second budget hearing but no more than 5 days before
September 21	Final public hearing on budget for Downtown CRA
September 21	Final public hearing on budget and millage rate (within 15 days of 1 st hearing and no later than 2 days or more than 5 days after advertisement is published, per TRIM)
September 24	Within 3 days of Adoption, copy of Resolution delivered to Property Appraiser, the tax collector, and the Department of Revenue
September 24	Within 3 days of Adoption, complete and certify DR-420MM and DR-487V in eTRIM
October 21	Post final budget on City website (within 30 days of adoption per S.166.241.F.S. eff. 10/1/11)

FINANCIAL MANAGEMENT POLICY STATEMENT

Statement of Purpose

The broad purpose of the following Financial Management Policy Statement is to enable the City to achieve and maintain a long-term stable and positive financial condition. The more specific purpose is to provide guidelines to the Finance Director in planning and directing the City's day-to-day financial affairs and in developing recommendations to the City Manager and City Commission.

Accounting System and Budgetary Control

The City utilizes a computerized financial accounting system which incorporates a system of internal accounting controls. Such controls have been designed and are continually being reevaluated to provide reasonable, but not absolute, assurance regarding:

1. The safeguarding of assets against loss from unauthorized use or disposition, and
2. The reliability of financial records for preparing financial statements and monitoring accountability for assets.

The concept of reasonable assurance recognizes that:

1. The cost of control should not exceed the benefits likely to be derived, and
2. The evaluation of costs and benefits requires estimates and judgments by management.

All internal control evaluations occur within the above framework and are believed to adequately safeguard and provide reasonable assurance of proper recording of financial transactions.

Accounting and budgeting records for governmental fund types and similar trust and agency funds are maintained on a modified accrual basis. Under the modified accrual basis, revenues are recognized and recorded when measurable and available, and expenditures are recorded when services or goods are received and the liabilities are incurred. Budgets for the governmental fund types are adopted on a basis consistent with generally accepted accounting principles (GAAP), except that carryover surplus and transfers from reserves are included in budgetary revenue as required by the City Charter.

Accounting and budgeting records for proprietary fund types and similar trust funds are maintained on the accrual basis. Under the accrual basis, revenues are recognized when they are earned and expenses are recognized when incurred.

For proprietary funds, accounting and budget records differ to the extent that depreciation and certain other items are not budgeted for but are a factor in determining fund balance revenues available for appropriation. Budgets for the Proprietary Funds are adopted on a basis consistent with generally accepted accounting principles (GAAP), except that debt service, capital acquisitions, capital leases and water and sewer impact fees are included in budgetary revenue and expenditures as required by the City Charter.

The basis of budgeting as described above is the same as the basis of accounting used in the City of DeLand's audited financial statements.

The annual operating budget is proposed by the City Manager and enacted by the City Commission after public participation. Although budgets are legally controlled at the fund level, management control of the operating budget is additionally maintained at the Department level.

Operating Budget

A. Preparation

Budgeting is an essential element of the financial planning, control and evaluation process of municipal government. The "operating budget" is the City's annual financial operating plan which includes all of the operating departments of the general fund, special revenue funds, enterprise funds, debt service funds, internal service funds and trust and agency funds of the City. The budget is prepared by the City Manager and Finance Director with the participation of all department directors, on a basis which is consistent with generally accepted accounting principles (GAAP). The City Manager presents the budget to the City Commission at least sixty (60) days prior to the beginning of each budget year. The budget shall be adopted annually not later than September 30th, and in accordance with Section 54 of the City Charter, a copy is filed in the

Office of the City Clerk.

Because the budget is perhaps the single most valuable document for assisting the City Commission and City Manager in guiding the growth of the City of DeLand, it should receive careful thought and attention in its development. Therefore, in the City of DeLand, the budget process begins almost nine months prior to the start of a fiscal year.

January-February: Review of Strategic Plan and Review of Prior Year revenues and expenditures

Conduct a review with the City Commission, City Manager and Department Directors of the adopted Strategic Plan considering any revisions or updates that may be required. A review of prior year revenues and expenditures is made to identify potential problems, which could impact both the current budget and future year's budget.

February-March: Department Budget Preparation

Instructions for preparation of next year's budget are distributed to Departments. Departments are encouraged to prepare their budget requests in conformance with the Strategic Plan and at levels necessary to provide adequate services to the community, rather than a fixed "target" or percentage increase. Department budget preparation begins.

April-June: Second Quarter Review of Current Budget/Budget Recommendations Prepared for City Manager Review

A second quarter review of revenues and expenditures is prepared which serves as the preliminary basis for estimating fund balance and revenues for the next year. Preliminary budgets are formulated after review by the Finance Director, Department Directors and the City Manager.

July 1: Assessment Data

Assessed values for ad valorem taxes are received from the Property Appraiser (elected official) for all taxing districts. This starts the legal adoption timetable.

July: Adoption of tentative/TRIM millage rate

The City Commission establishes the ad valorem tax rate to be published on TRIM notices for the next fiscal year. These rates can be lowered throughout the remainder of the budget process but cannot be increased without individual notification of the property owner. The TRIM rates along with public hearing dates must be certified to the Property Appraiser within thirty-five (35) days of presentation of assessed values. The public hearing dates cannot conflict with the dates selected by the Volusia County School Board or Volusia County.

August: Property Appraiser Mails TRIM Notices

Property Appraiser mails TRIM Notices to all property owners notifying them of the proposed tax rate, and the valuation of each parcel of property. Once the millage rate is certified, it may not be increased without re-mailing the notices. TRIM notices, which include the date, time, and place of the first public hearing, are mailed within fifty-five (55) days after certification of assessed values.

September: Public Hearings

The first public hearing is held on the date set, which must be between sixty-five (65) and eighty (80) days of provision of assessed value to the governing body. Tentative budget and millage rates are adopted at the first public hearing. Advertisement in a newspaper of general circulation is required three (3) to five (5) days before the second public hearing. The advertisement must also be within fifteen (15) days of the first public hearing. The advertisement must contain a summary of the budget, all millage rates, and tax increase percentages over the rolled back rate millage. The final budget and millage levies are adopted at the second public hearing.

October: Certification of Budget to State

Not later than thirty (30) days following adoption of ad valorem tax rates and budget, the City must certify that they have complied with the provisions of Chapter 200, Florida Statutes to the Florida State Division of Ad Valorem Tax.

B. Balanced Budget

The operating budget will be balanced with current revenues, which may include beginning fund balances less required reserves as established by the City Commission, greater than or equal to current expenditures/expenses.

C. Planning

The budget process will be scheduled so as to identify major policy issues for City Commission consideration several months prior to the budget approval date to allow adequate time for appropriate decisions and analysis of financial impacts.

D. Reporting

Monthly expenditure reports will be released to enable department directors to manage their budgets and to enable the Finance Director to monitor and control the budget as authorized by the City Manager. The Finance Director will prepare a quarterly analysis of financial condition at the end of each quarter for presentation to the City Commission to assist in understanding the overall budget and financial status.

E. Control and Accountability

Each department director shall be solely responsible to insure that their department budgets will not exceed budgeted amounts. Failure to achieve budgetary control of their individual expenditure and revenue budgets will be evaluated and investigated by the City Manager.

F. Expenditure Requests

The Finance Director will evaluate expenditure requests from departments to ensure that the requests are in the amount and kind originally budgeted in those departments, and that adequate funds are available. The Finance Director shall make every effort to assist departments in making the purchases to accomplish the goals and objectives outlined in the budget information for each department.

If the City Manager certifies there are available or projected revenues in excess of those estimated in the budget, the City Commission may authorize supplemental appropriations up to the amount of such excess by resolution adopted following a public hearing held pursuant to The City Charter. Copies of the proposed budget amendment shall be made available for public inspection. All interested persons shall be given an opportunity to be heard on the proposed budget amendment resolution during its consideration by the City Commission.

G. Contingency

The City Manager should establish an adequate contingent appropriation in each of the operating funds for expenditures only in cases of emergency or an unforeseen need. A detailed account shall be recorded and reported of such expenditures.

Revenues

The following considerations and issues will guide the Finance Director in its revenue policies concerning specific sources of funds:

1. Non-Recurring Revenues - One-time or non-recurring revenues should not be used to finance current ongoing operations. Non-recurring revenues shall be used only for non-recurring expenditures and not be used for budget balancing purposes.
2. Ad Valorem Taxes - Ad valorem taxes will be anticipated for purposes of operating budget preparation at:
 - a. 95% of the projected taxable value of current assessments and new construction (Florida Statutes require a minimum of 95%);
 - b. Current millage rates, unless otherwise specified.
3. Sales Tax - The use of sales tax revenues is limited to the General Fund.
4. State Revenue Sharing - The use of state revenue sharing monies is limited to the General Fund, unless required for debt service by bond indenture agreements.
5. Local Option Gas Tax - The use of local option gas tax revenues is limited to public transportation expenditures.
6. Utility Tax - Utility tax revenues can be used for any lawful purpose.
7. Pledged Revenues - The use of revenues, which have been pledged to bond holders, will conform in every respect to bond covenants, which commit those revenues.
8. Interest Earnings - Interest earned from investment of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided for investing.
9. User-Based Fees and Service Charges - User-Based Fees and Service Charges will be reviewed annually by department directors to ensure that fees provide adequate coverage of cost of services for their respective departments.
10. Enterprise Fund Rates - The Finance Director will review utility rates annually to ensure sufficient revenues are generated to cover operating expenses, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital.

Additionally, enterprise activity rates and other legal funds of the City will include transfers to and receive credits from other funds as follows:

- a. General and Administrative Charges – Administrative costs should be charged to all funds for services of general overhead, such as administration, finance, customer billing, personnel, data processing, engineering, legal counsel, and other costs as appropriate. The charges will be determined by the Finance Director through an indirect cost

allocation following accepted practices and procedures intended to recover approximately 90% of said costs.

- b. **Payment in-lieu-of-ad valorem tax** – Rates will be calculated so as to include a fee equal to the approximated ad valorem taxes lost as a result of municipal ownership of the various utility and other enterprise activities owned by the City.
11. **Intergovernmental Revenues (Federal/State/Local)** – All potential grants will be examined for matching requirements and the source of the matching requirements. These revenue sources will be expended only for the intended purpose of grant aid. It must be clearly understood that operational requirements set up as a result of a grant or aid could be discontinued once the term and conditions of the project have terminated.

Revenue Monitoring – Revenues actually received will be compared to budgeted revenues by the Finance Director and variances will be investigated. This process will be summarized in the appropriate budget report. Any variances considered to be material will be investigated. The Finance Director will report results of that investigation to the City Manager and City Commission.

Expenditures

- A. **Appropriations** – The point of budgetary control is at the department level budget for all funds. If the City manager and Finance Director certify that there are available projected revenues for appropriation in excess of those estimated in the budget, the City Commission may authorize supplemental appropriations up to the amount of such excess by resolution adopted following a public hearing held pursuant to The City Charter.
- B. **Central Control** – No significant salary or capital budgetary savings in any department shall be spent by the department director without the prior authorization of the City Manager. This control will realize budget savings each year that will be recognized in the approved budget as contingency accounts.

At the end of each fiscal year, transfer of appropriations up to and including 5% of a Department’s total budget may be made to specific line items, divisions or departments in the same fund with the approval of the City Manager and are reported to the City Commission. Transfers of appropriations of any amount between funds require the approval of the City Commission.
- C. **Purchasing** – All City purchases of goods or services will be made in accordance with the City’s current Purchasing Policy.
- D. **Prompt Payment** – All invoices approved for payment by the proper City authorities shall be paid by the Finance Department within forty-five (45) calendar days of receipt in accordance with the provisions of Florida Statutes 218.70.

The Finance Director shall establish and maintain proper procedures which will enable the City to take advantage of all purchase discounts, when possible, except in the instance where payments can be reasonably and legally delayed in order to maximize the City’s investable cash.
- E. **Reporting** – The Finance Director will prepare a quarterly analysis of financial condition at the end of each quarter describing the financial and budgetary conditions of the City.

Fund Balance

The City’s practice is to appropriate beginning fund balances and all revenues and other sources. As a result, it appears that it is the City’s intent to end the fiscal year with no remaining funds, however that is not the case. The City is required to manage its fiscal resources to ensure funding for the operation of the City is not disrupted. Sufficient reserves also serve to ensure adequate funds are available at the beginning of the next fiscal year to meet payments.

In order to accomplish this, a reserve equivalent to two month’s operating needs shall be maintained in the General Fund and a reserve equivalent to three month’s operating needs shall be maintained in the Water & Sewer Fund. These reserves are a component of Unreserved/Undesignated Fund Balance or Retained Earnings.

The City’s estimation of its fiscal position on a projected year end basis is included as Attachment A to this Policy statement. Based on past experience and current trend, a projection can be made as to how much of the funds appropriated in the adopted budget will actually be spent. The remaining or unspent funds will create an ending fund balance. Similarly, by projecting excess revenues, an additional component of ending fund balance can be established. The final factor in estimating ending fund balance is to review the budgeted expenditures and reserves and project what portion of the expenditures will be spent and what level of the reserves will not be appropriated through budget amendments during the fiscal year.

Capital Budget and Capital Improvement Program

- A. **Preparation** – The City’s Capital Budget will include all capital project funds and all capital resources. The budget will be prepared annually on a project basis by the City Manager with the participation of department directors.
- B. **Control** – All capital project expenditures must be appropriated in the Capital Budget. The Finance Director must certify the availability of resources before any capital project contract is presented to the City Commission for approval.
- C. **Program Planning** – The Capital Budget will be taken from the Five-Year Capital Improvements Program. The Finance Director will annually update the Five-Year Capital Improvements Program for use during the budget preparation process.
- D. **Financing Programs** – Where applicable, assessments, impact fees or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners.

Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives that equal or exceed the average life of the debt issue. The exceptions to this requirement are the traditional costs of marketing and issuing the debt, capitalized labor for design and construction of capital projects, and small component parts which are attached to major equipment purchases.

- E. **Infrastructure Maintenance** – The City recognizes that deferred maintenance increases future capital costs. Therefore, a portion of all individual funds with infrastructure should be budgeted each year to maintain the quality of the City’s infrastructure. Replacement schedules should be developed in order to anticipate the deterioration and obsolescence of infrastructure.

Accounting, Auditing, and Financial Reporting

- A. **Accounting** – The City’s Finance Department is solely responsible for the reporting of the financial affairs, both internally and externally. The Finance Director is the City’s Chief Financial Officer and is responsible for establishing the Chart of Accounts and for properly recording financial transactions.
- B. **Auditing** –
 - 1. **Qualifications of the Auditor** – The City will be audited annually by outside independent accountants (“auditor”). The auditor must be a CPA that can demonstrate that it has the breadth and depth of staff to conduct the City’s audit in accordance with generally accepted auditing standards and contractual requirements. The auditor’s report on the City’s financial statement will be completed within 120 days of the City’s fiscal year end, and the auditor will jointly review the management letter with the City’s Audit Committee within 30 days of its receipt by City staff.
 - 2. **Responsibility of Auditor to City Commission** – The auditor is retained by and is accountable directly to the City Commission and will have access to direct communication with the City Commission if City Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.
- C. **Financial Reporting**
 - 1. **External Reporting** – The Finance Department shall prepare a written Comprehensive Annual Financial Report (CAFR) which shall be presented to the City’s auditor. Accuracy and timeliness of the CAFR is the responsibility of the City staff. The CAFR will be prepared in accordance with generally accepted accounting principles (GAAP). Upon the completion and acceptance of the CAFR, the City’s auditor shall present the audited CAFR to the City Commission within 150 days of the City’s fiscal year end.
 - 2. **Internal Reporting** – The Finance Department will prepare internal financial reports, sufficient to plan, monitor, and control the City’s financial affairs. Monthly expenditure reports will be distributed to department directors, and quarterly financial reports will be prepared for the City Manager and City Commission.

Asset Management

- A. **Investments** – The Finance Director shall promptly deposit all City funds with the City’s Depository Bank in accordance with the provisions of the current Bank Depository Agreement. The Finance Director will then promptly invest all funds in any negotiable instrument that the City Commission has authorized under the provisions of the City’s Investment Policy.

- B. **Cash Management** – The City’s cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasible, resulting in a limited number of cash collection points throughout the City.

All checks issued by the City shall bear the signatures of the City Manager and Finance Director. The Finance Director may transfer funds, via electronic transfer, for payment of any obligation of the City in accordance with the City’s Wire Transfer Policy, stipulating the conditions and control procedures related to such activity.

Treasury

Cash/Treasury Management – Periodic review of each cash flow position will be performed to determine performance of cash management and investment policies. Idle cash will be invested with the intent to (1) safeguard assets, (2) maintain liquidity, and (3) maximize return. Where legally permitted, pooling of investments will be done.

Debt Management

- A. **Policy Statement** – The City recognizes the primary purpose of capital facilities is to support provision of services to its residents. Using debt financing to meet the capital needs of the community must be evaluated according to efficiency and equity. Efficiency equates to the highest rate of return for a given investment of resources. Equity requires a determination of who should pay for the cost of capital improvements. In meeting the demand for additional capital facilities, the City will strive to balance the load between debt financing and “pay as you go” methods. Through evaluating the need for additional debt financed facilities and the means by which the debt will be repaid, the Finance Director will strike an appropriate balance between service demands and the amount of debt.

B. **Types of Debt** –

1. **General Obligation Bonds (GO’s)** – General obligation bonds will only be used to fund capital assets of the general government, are not to be used to fund operating needs of the City and are backed by the full faith and credit of the City as well as the ad valorem taxing authority of the City as prescribed by law. The term of a bond issue will not exceed the useful life of the asset(s) funded by the bond issue and will generally be limited to no more than thirty (30) years. General obligation bonds must be authorized by a vote of the citizens of the City of DeLand.
2. **Revenue Bonds** – Revenue bonds will be issued to provide for the capital needs of any activities where the capital requirements are necessary for continuation or expansion of a service which produces revenue and for which the asset may reasonably be expected to provide for a revenue stream to fund the debt service requirements. The term of the obligation may not exceed the useful life of the asset(s) to be funded by the bond issue and will generally be limited to no more than thirty (30) years.
3. **Revenue Notes** - will be used to fund capital requirements which are not otherwise funded by either Revenue Bonds or General Obligation Bonds. Debt service for Revenue Notes may be either from general revenues or backed by a specific revenue stream or streams or by a combination of both. Generally, Revenue Notes will be used to fund capital assets where full bond issues are not warranted as a result of cost of the asset(s) to be funded through the instrument or the costs associated with a bond issue. The term of the obligations may not exceed the useful life of the asset(s) to be funded by the proceeds of the debt issue and will generally be limited to no more than thirty (30) years.
4. **Method of Sale** – The Finance Director will use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the Finance Director will publicly present the reasons why, and the Finance Director will participate with the financial advisor in the selection of the underwriter or direct purchaser.

- C. **Financing Alternatives** – The Finance Director shall explore alternatives to the issuance of debt for capital acquisitions and construction projects. The alternatives will include, but not be limited to, (1) grants-in-aid, (2) use of reserves/designations, (3) use of current revenues, (4) contributions from developers and others, (5) leases, and (6) impact fees.

- D. **Federal Requirements** – The Finance Department will maintain procedures to comply with arbitrage rebate and other Federal requirements.

- E. **Sound Financing of Debt** – The City will ensure that the debt is soundly financed by:

1. Conservatively projecting the revenue sources that will be used to pay the debt.
2. Financing the improvement over a period of time not greater than the useful life of the improvement being financed.

3. Determining that the benefits of the improvement exceed the costs, including interest costs.
4. Maintaining a debt service coverage ratio which ensures that combined debt service requirements will not exceed revenues pledged for the payment of debt.
5. Evaluating proposed debt against the target debt indicators.

F. Financing Methods – The City maintains the following policies in relation to methods of financing used to issue debt:

1. Where possible, the City will use revenue or other self-supporting bonds in lieu of General Obligation Bonds.
2. When appropriate, the City will issue non-obligation debt, for example, Industrial Development Revenue bonds, to promote community stability and economic growth.
3. The Finance Department will maintain open communications with bond rating agencies about its financial condition and whenever possible, issue rated securities.

G. Referendum - The City Charter regulates which securities may be issued only after a vote of the electors of the City and approved by a majority of those voting on the issue.

1. Referendum Required – Voter approval is required for any debt issuance pledging ad valorem taxes.
2. Referendum Not Required – Voter approval is not required for:
 - a. Short-term notes (12 months or less) issued in anticipation of the collection of taxes and other revenues;
 - b. Revenue notes utilizing either a specific pledged revenue or general covenant to budget and appropriate other than ad valorem taxes of the City;
 - c. Refunding securities issued to refund and pay outstanding securities;
 - d. Securities for any special or local improvement district, such as, Tax Increment District (TID);
 - e. Securities issued for the acquisition of equipment or facilities pursuant to a lease-purchase contract.

H. Legal Debt Margin – The City of DeLand City Charter (Article XIII, Section 94) limits the amount of general obligation debt the City may issue to not more than 20% of the City’s assessed value. See below for an analysis of the City’s current legal debt margin.

Preliminary Assessed Value – 7/1/20	\$ 2,112,480,078
Debt Limit 20% of Assessed Value	422,496,016
Estimated Total Bonded Debt at 9/30/20 (General Obligation)	0
Estimated Legal Debt Margin	\$ 422,496,016

I. Debt Service Schedules – See the Long-Term Debt Section for detailed debt service schedules for the City of DeLand.

Internal Controls

- A. Written Procedures** – Wherever possible, written procedures will be established and maintained by the Finance Director for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.
- B. Department Directors Responsibilities** – Each department director is responsible to ensure that good internal controls are followed throughout their department, that all Finance Department directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed.

Staffing and Training

- A. Adequate Staffing** – Staffing levels will be adequate for the fiscal functions of the City to operate effectively. Overtime shall be used only to address temporary or seasonal demands that require excessive hours. Workload allocation alternatives will be explored before adding staff.
- B. Training** – The City will support the continuing education efforts of all financial staff members including the investment in time and materials for maintaining a current perspective concerning financial issues. Staff will be held accountable for communicating, teaching, and sharing with other staff members all information and training materials acquired from seminars, conferences, and related education efforts.

C. **Awards, Credentials, Recognition** – The Finance Department will support efforts and involvement which result in meeting standards and receiving exemplary recitations on behalf of any of the City’s fiscal policies, practices, processes, products, or personnel. Staff certifications may include Certified Public Accountant (CPA), Certified Government Finance Officer (CGFO) or Certified Public Finance Officer (CPFO). Currently, staff maintains the following certifications:

Finance Director – CPA

Assistant Finance Director – CGFO

Chief Accountant – CPA

The Finance Department will strive to maintain a high level of excellence in its accounting policies and practices as it prepares the annual CAFR. The CAFR will be presented annually to the Governmental Finance Officers Association for evaluation and consideration for the Certificate of Achievement for Excellence in Financial Reporting. The Budget will also be submitted annually to the GFOA for evaluation and consideration of the Distinguished Budget Presentation Award.

Certificate of Achievement for Excellence in Finance Reporting – Received for 34 Years

Distinguished Budget Presentation Award – Received for 19 Years

Attachment A – Analysis of Changes in Fund Balance/Retained Earnings

	Actual Balance <u>9-30-19</u>	Estimated Revenues <u>19-20</u>	Estimated Expenditures <u>19-20</u>	Net Change	Estimated Balance <u>9-30-20</u>	Budgeted Revenues <u>20-21</u>	Budgeted Expenditures <u>20-21</u>	Balance Retained <u>Earnings</u>	Estimated <u>9-30-21</u>
General Fund	20,289,538	33,410,961	30,244,354	3,166,607	23,456,145	31,025,394	31,014,475	10,919	23,467,064
Spring Hill CRA Fund	631,775	717,019	1,091,486	(374,467)	257,308	363,061	294,031	69,030	326,338
Governmental Impact Fees Trust Fund	831,659	1,381,562	1,013,369	368,193	1,199,852	822,157	822,157	0	1,199,852
Downtown CRA Fund	765,562	585,938	281,047	304,891	1,070,453	599,414	404,756	194,658	1,265,111
Water & Sewer Fund	25,636,436	24,425,937	18,347,795	6,078,142	31,714,578	22,790,599	20,894,837	1,895,762	33,610,340
Airport Fund	1,080,026	1,781,910	1,795,980	(14,070)	1,065,956	6,522,633	7,373,351	(850,718)	215,238
Stormwater Fund	615,307	1,866,631	1,603,836	262,795	878,102	1,808,274	1,878,452	(70,178)	807,924
Permits & Inspections Fund	2,677,889	1,726,500	2,106,495	(379,995)	2,297,894	1,397,571	2,524,967	(1,127,396)	1,170,498

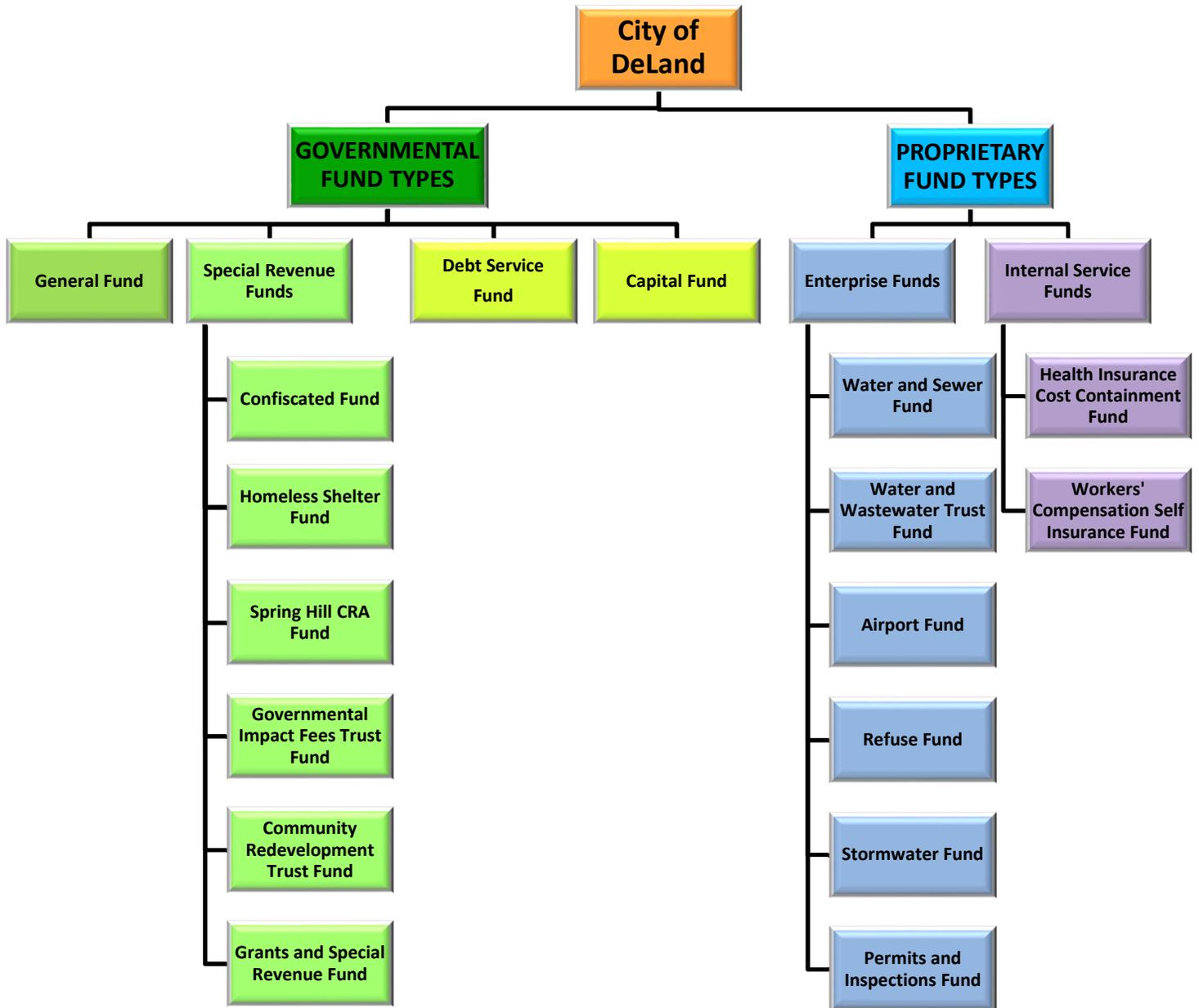
Budgeted Revenues 20-21 excludes *Transfers from Reserves*.

Budgeted Expenditures 20-21 excludes *Contingency*.

Changes in estimated fund balances for 19-20 and expected changes in 20-21 have both been impacted by COVID-19. Given the uncertainty during 19-20, the City made a concentrated effort to reduce spending wherever possible. Some revenues have also been impacted both in the previous year and in the 20-21 budget. In addition, the Airport Fund is budgeting spending down their fund balance this year because of matching grant opportunities that have presented themselves to the Airport. The Permits & Inspections Fund is investing in new technologies while projecting a decrease in revenue for the upcoming year while purposefully drawing down their fund balance.

FUND TYPES

Fund Structure



Fund Structure

General Fund –The General Fund serves as the primary reporting vehicle for current government operations. The General Fund, by definition, accounts for all current financial resources not required by law or administrative action to be accounted for in another fund. Revenues are derived primarily from property and other taxes, charges for services, intergovernmental revenue, and interest income. The operations and expense centers included in the General Fund are:

- | | | | |
|----|--|----|---------------------------------------|
| 1) | General Government | 4) | Public Works |
| | a) City Commission | | a) Public Works Administration |
| | b) City Manager | | b) Streets |
| | c) City Clerk | | c) Trees |
| | d) Finance | | d) Urban Beautification |
| | e) Legal | | e) Fleet Maintenance |
| | f) Administrative Services | 5) | Parks & Recreation |
| | g) Information Technology | | a) Parks & Recreation Administration |
| | h) Human Resources | | b) Recreation |
| 2) | Economic Development | | c) Parks |
| | a) Economic Development Administration | | d) Intermodal Transportation Facility |
| | b) Planning | | e) Trailer Park |
| | c) Licenses & Enforcement | | f) Museum |
| 3) | Public Safety | | g) Stadium |
| | a) Fire | | h) Activities Center |
| | b) Police | | i) Special Events |
| | c) Police Parking Services | | j) Chisholm Center |

Special Revenue Funds – Special revenue funds are used when legal requirements restrict specific resources to be expended for specified purposes, with the exception of trusts, capital projects or debt service. The Spring Hill Community Redevelopment Trust Fund accounts for the revenues and expenditures of the Spring Hill area tax increment district. The Community Redevelopment Trust Fund accounts for the revenues and expenditures of the downtown tax increment district. The Governmental Impact Fees Trust Fund accounts for revenues and expenditures funded by growth related impact fees. The Confiscated Trust Fund accounts for revenues and expenditures related to forfeiture settlements. The Grants & Special Revenue Funds accounts for revenue and expenditures funded by grants or other types of special revenues. The Homeless Shelter Funds accounts for revenue and expenditures funded by local governments, religious groups, corporations and personal donations.

Debt Service Fund – The Debt Service Fund is created to make it easier for citizens to read the City’s budget by removing the peaks and valleys in the total General Fund budget number caused by debt financing. The Debt Service Fund is a separate fund that will be utilized by the General Government, Community Development, Public Safety, Public Works and Parks and Recreation divisions.

Capital Projects Fund - The Capital Projects Fund is used to account for financial resources to be used for the acquisition or construction of major capital facilities for the General Fund. Separating the capital is intended to make it easier for citizens to read the City’s budget by taking out the peaks and valleys in the total General Fund budget number. Currently there is one Capital Projects Fund.

Enterprise Funds – Enterprise funds are used to account for operations that are financed and operated in a manner similar to private business enterprises -where the intent is that the costs of providing goods or services to the general public on a continuing basis should be financed or recovered through user charges or where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes. Currently there are six enterprise funds in the City of DeLand which consist of the Water and Sewer Revenue Fund, Water & Wastewater Trust Fund, Municipal Airport Fund, Refuse Collection Fund, Stormwater Revenue Fund, and Permits and Inspections Fund. The operations and expense centers included in the Enterprise Fund are:

- | | |
|---|---|
| <ul style="list-style-type: none"> 1) Water & Sewer Revenue Fund <ul style="list-style-type: none"> a) Water & Sewer Administration b) Engineering c) Water Production d) Water Distribution e) Wastewater Treatment f) Utilities Maintenance g) Debt Services h) Facilities Maintenance i) Customer Service j) Wastewater Collection | <ul style="list-style-type: none"> 2) Water & Wastewater Trust Fund 3) Municipal Airport Fund 4) Refuse Collection Fund 5) Stormwater Revenue Fund 6) Permits and Inspections Fund |
|---|---|

Internal Service Funds – Internal service funds are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the governmental unit, or to other governmental units, on a cost reimbursement basis. Currently, the City of DeLand has two internal service funds which consist of the Health Insurance Cost Containment Fund and the Workers' Compensation Self-Insurance Fund.

	GOVERNMENTAL FUNDS				PROPRIETARY FUNDS		TOTAL BUDGET
	GENERAL FUND	SPECIAL REVENUE FUNDS	DEBT SERVICE FUND	CAPITAL PROJECTS FUND	ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	
REVENUES FY 20-21							
Taxes	\$18,895,755	\$ 591,996	\$ -	\$ 391,446	\$ -	\$ -	\$ 19,879,197
Licenses and Permits	3,416,727	822,157			4,255,135		\$ 8,494,019
Intergovernmental Revenue	5,033,082	738,229			6,185,870		\$11,957,181
Charges for Services	699,327	58,105			28,791,967	1,391,253	\$ 30,940,652
Judgments, Fines, and Forfeits	85,000	3,000					\$ 88,000
Miscellaneous Revenues	532,393	420,134			1,561,775		\$ 2,514,302
Transfers In	2,363,110	274,244	2,466,820	550,542	120,400		\$ 5,775,116
Fund Balances/Reserves/Net Assets	931,066	25,000			4,813,558		\$ 5,769,624
Total Budget	\$31,956,460	\$ 2,932,865	\$2,466,820	\$ 941,988	\$ 45,728,705	\$ 1,391,253	\$ 85,418,091
EXPENDITURES FY 20-21							
General Government Services	\$ 7,296,126	\$ 1,363,799		\$ 257,150		\$ 1,295,048	\$ 10,212,123
Community Development	670,262						\$ 670,262
Public Safety	14,926,268	3,000		398,176	1,896,132		\$ 17,223,576
Physical Environment	1,572,002			106,626	32,920,169		\$ 34,598,797
Transportation	1,512,623	665,903		35,020	8,540,887		\$ 10,754,433
Economic Environment	346,055			23,657			\$ 369,712
Culture & Recreation	3,225,893			121,359			\$ 3,347,252
Debt Service			2,466,820				\$ 2,466,820
Transfers Out	2,407,231	900,163			2,371,517	96,205	\$ 5,775,116
Total Budget	31,956,460	2,932,865	2,466,820	941,988	45,728,705	1,391,253	\$ 85,418,091

These revenue sources and expenditure categories are discussed in more detail on the following pages.

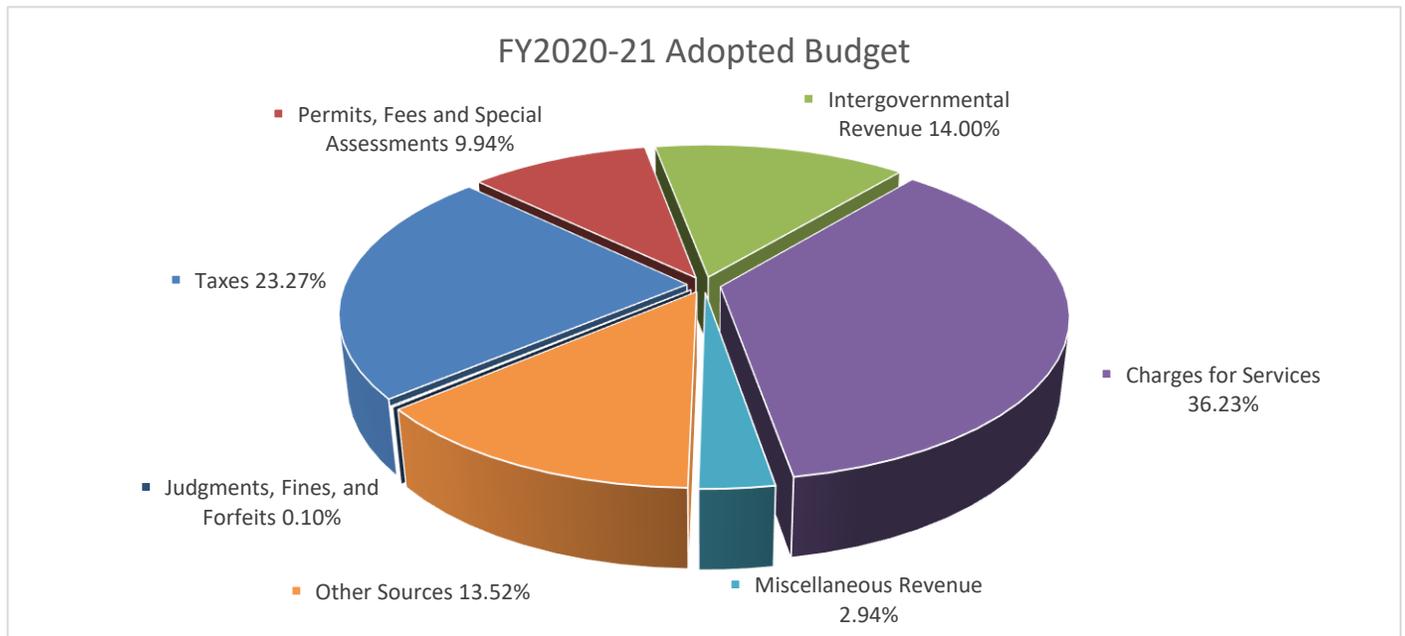
DEPARTMENT AND FUND RELATIONSHIP

	General Fund	Grants & Special Revenue Fund	Other Gov't Funds	Debt Service Fund	Capital Fund	Water & Sewer Fund	Municipal Airport Fund	Refuse Collection Fund	Other Proprietary Funds
General Fund:									
General Government:									
City Commission	✓								
City Manager	✓								
City Clerk	✓								
Finance	✓								
Legal	✓								
Administrative Services	✓		✓	✓					
Information Technology	✓				✓				
Human Resources	✓								
Economic Development:									
Economic Development	✓								
Planning	✓								
Licenses & Enforcement	✓								
Public Safety:									
Fire	✓		✓	✓	✓				
Police	✓		✓	✓	✓				
Parking Services	✓								
Public Works:									
Administration	✓			✓					
Streets	✓	✓			✓				
Trees	✓				✓				
Urban Beautification	✓				✓				
Fleet Maintenance	✓				✓				
Parks & Recreation:									
Administration	✓								
Recreation	✓								
Parks	✓		✓	✓	✓				
Trailer Park	✓								
Museum	✓								
Stadium	✓								
Activities Center	✓								
Special Events	✓								
Chisholm Center	✓								
Confiscated Fund			✓						
Homeless Shelter Fund			✓						
Spring Hill Comm. Redev. Fund			✓						
Downtown Comm. Redev. Fund			✓						
Water & Sewer Fund									
Administration						✓			
Engineering						✓			
Water Production						✓			
Water Distribution						✓			
Wastewater Treatment						✓			
Utilities Maintenance						✓			
Debt Service						✓			
Facilities Maintenance						✓			
Customer Service						✓			
Wastewater Collection						✓			
Water & Wastewater Trust Fund									✓
Airport Fund							✓		
Refuse Collection Fund								✓	
Stormwater Fund									✓
Permits & Inspections Fund									✓
Health Insurance Cost Containment Fund									✓
Workers Compensation Fund									✓

REVENUE SOURCES

Where the Money Comes From

The City of DeLand has various sources of revenue; each source has unique requirements and limitations on use. Please see the revenues section of the “Financial Management Policy Statement” for more information. Some revenue projections are based on actual numbers provided but most are estimated based on an analysis of previous year’s revenues while still taking a close examination of what new events can impact the City going forward. The COVID-19 pandemic has caused the City to be extra cautious with many revenue projections this year due to the unpredictability of the upcoming year. Following is a breakdown of programmed revenues by fund within in each fund type for FY 2020-2021:



Governmental Funds

General Fund

The **General Fund** with a budget of \$31,956,460 comprises 37.41% of this year’s Total City Budget of \$85,418,091.

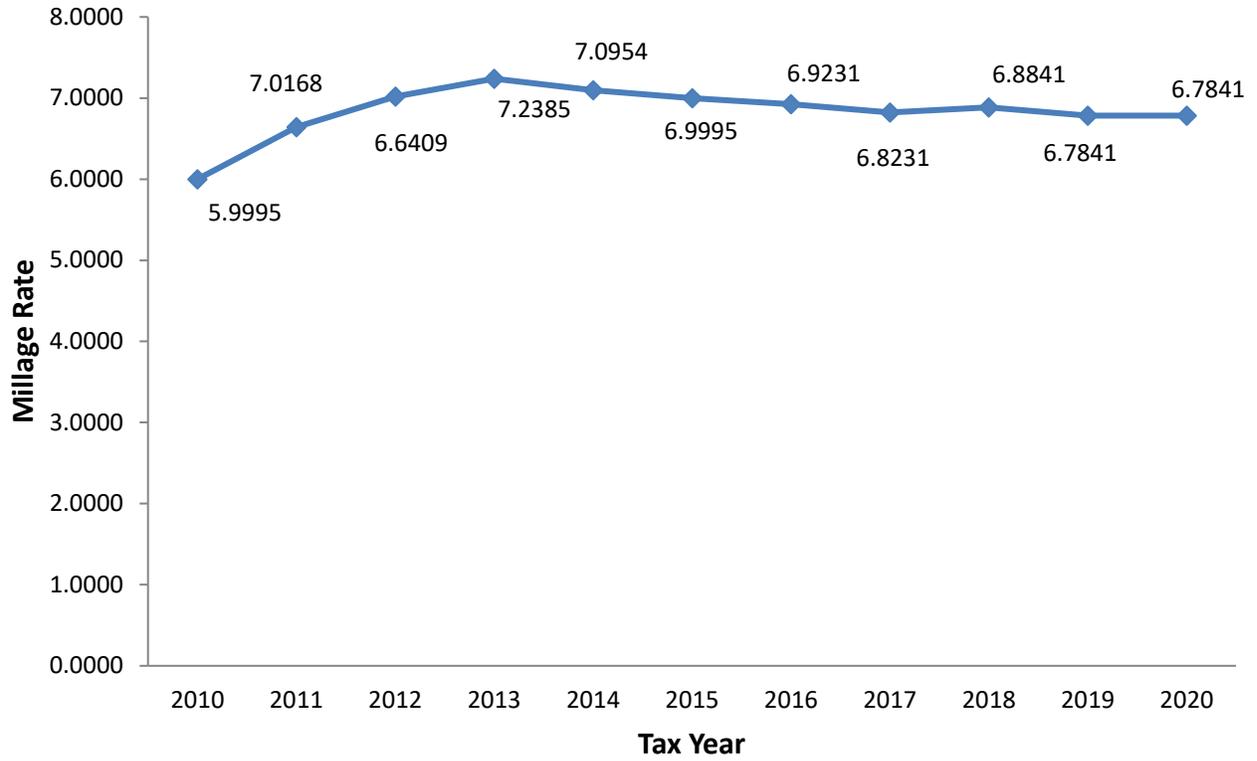
Property Tax – 40.42% of this year’s General Fund budget

Ad valorem taxes are taxes on property paid by owners of real and personal property within the city limits. The tax is based on an assessment by the Volusia County Property Appraiser of the market value of property and improvements. A tax rate of one (1) mill produces one dollar of tax revenue on each \$1,000 of taxable property value.

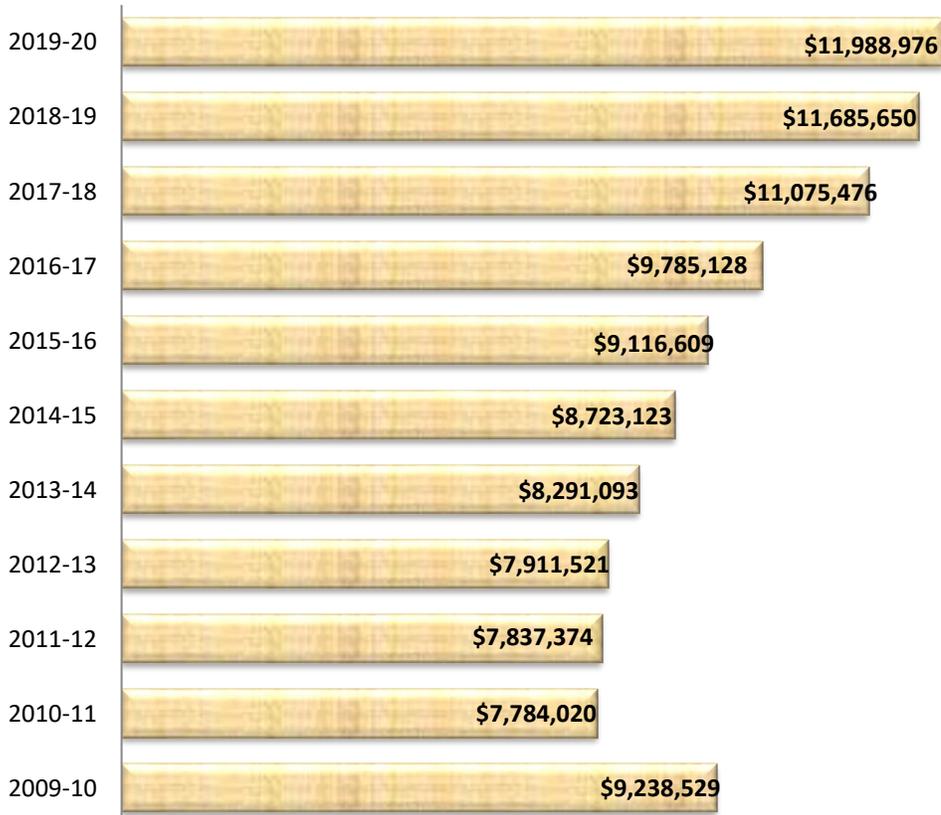
The valuation of property in the City of DeLand is determined by the Volusia County Tax Appraiser. The property appraiser released the July 1st preliminary gross taxable value of property at \$2,112,480,078. Excluding the taxable value of new construction and annexation of \$78,442,076, results in a preliminary adjusted taxable value of \$2,034,038,002. This represents an increase of taxable values for 2020 of \$183,529,645 or 9.51% from final gross taxable value of \$1,928,950,433 in the previous tax year.

Based on this information, the estimated rolled-back tax rate for operating expenses is 6.4576 mills. Rolled-back tax rate is the millage rate levied that will yield the same amount of revenue as collected in the prior year. As a result of property value increases, the millage rate required to yield the same amount of revenue is 0.3265 lower than the prior year’s adopted millage rate of 6.7841 mills. On September 21, 2020 the City Commission approved a millage rate of 6.7841. After dedicating 0.2000 mills to the Capital Fund, the remaining 6.5841 mills yields \$12,886,601 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

General Fund History of Operating Millage Rate - Tax Year 2010 through 2020



Ad Valorem Tax Revenue History



Note: Fiscal Year 2019-20 is based on actual revenue as of September 1, 2020.

What a City Property Owner Pays in 2020

	Vol. Co. General	Vol. Co. Library	Vol. Co. Vol. Forever	Vol. Co. Echo	School District	St. Johns Water	W. Vol. Hospital	FL Inland Navigation	DeLand Operating	DeLand Debt	Total
Rate*	\$5.45	\$0.52	\$0.18	\$0.00	\$5.91	\$0.23	\$1.50	\$0.03	\$6.78	\$0.00	\$20.60
%	26.5%	2.5%	0.9%	0.0%	28.7%	1.1%	7.3%	0.1%	32.9%	0.0%	100.0%

*Millage rate which equals property taxes per \$1,000 of value.

Other Taxes – 18.71% of this year’s General Fund budget

The City includes Sales and Use Tax, Utility Taxes, and Occupational Licenses in this category.

Sales and Use Tax - includes \$270,487 in anticipated local option gas tax funds based upon anticipated COVID-19 related reductions from prior year revenue.

Utility Taxes - are derived from a 10% utility tax on electric, water, gas and propane. It is anticipated revenues from this source will yield \$4,288,515, or a decrease of \$19,737 from prior year budgeted revenues based upon anticipated flat revenue projections.

Occupational Licenses – includes \$230,014 in local business licenses compared to \$255,571 budgeted for last year representing an anticipated 10% reduction in the current year.

Permits, Fees, and Special Assessments – 10.69% of this year’s General Fund budget

The City includes Franchise Taxes, Fire Permits and the street lighting assessment for Glenwood Springs HOA and Blue Lake Woods HOA in this category.

Franchise Taxes - represent agreements with Duke Energy for electricity, Florida Public Utilities for gas and WCA Waste Corporation for solid waste and recycling collection. It is anticipated revenues from this source will yield \$3,370,007, or a decrease of \$73,821 from prior year budgeted revenues based upon anticipated COVID-19 related reductions.

Intergovernmental Revenue – 15.75% of this year’s General Fund budget

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

Programmed into this year’s budget is grant funding in the amount of \$141,423 which includes partial funding for the Victim Advocate position, four police officers, and HIDTA grant.

State Shared Revenue includes State Revenue Sharing which decreased by approximately 25% and State Sales Tax which decreased by approximately 25%. These revenue projections are based upon changes caused by COVID-19.

Charges for Services – 2.19% of this year’s General Fund budget

Charges for Planning, Public Safety, Public Works and Parks & Recreation services are accounted for in this category. Police security services and recreational activities fees for the pool and skateboard park are examples of Charges for Services. Charges for Services decreased 4.31% from last year’s budget based upon a projected decrease in facility rentals and special events due to COVID-19.

Judgments, Fines and Forfeits – 0.26% of this year’s General Fund budget

The City accounts for revenues generated from parking tickets, traffic tickets and code violations in this category. Fines and forfeitures are budgeted at the same level as prior year anticipated revenues.

Miscellaneous Revenue – 1.67% of this year’s General Fund budget

The City accounts for Interest on Investments, Sale of Land and Surplus Equipment, Insurance Proceeds on Lost Equipment, Private Donations, and other miscellaneous revenue in this category. Miscellaneous Revenue increased 1.39% based upon anticipated revenues.

Other Sources – 10.31% of this year’s General Fund budget

The City accounts for funds budgeted in prior years but carried over into the current year, transfers from reserves and other funds, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year.

Programmed into this year's budget is a transfer from reserves for purchase of capital (\$555,782), Fire Truck Reserve (\$205,000), and a transfer from Lot Maintenance (\$40,000) and Tree Reserve (\$130,284).

Charges for General Government Services are also included in this category and represents administrative costs charged to all funds for services of general overhead, such as administration, finance, personnel, data processing, engineering, legal counsel, and other costs as appropriate. The charges are determined by the Finance Director through an indirect cost allocation following accepted practices and procedures intended to recover approximately 90% of said costs. The largest portion or 42.72% is paid by the Water and Sewer Revenue Fund.

Special Revenue Funds

The **Homeless Shelter Fund** with a budget of \$479,330 comprises 0.56% of this year's Total City Budget of \$85,418,091.

Miscellaneous Revenue – 84.35% of this year's Homeless Shelter Fund budget

The City accounts for Interest on Investments, Sale of Land and Surplus Equipment, Insurance Proceeds on Lost Equipment, Private Donations, and other miscellaneous revenue in this category. \$404,330 consists of private donations in this year's budget.

Other Sources –15.65% of this year's Homeless Shelter Fund budget

The City accounts for transfers from reserves and other funds, and debt proceeds in this category. Programmed into this year's budget is a transfer from General Fund (\$50,000) and a transfer from reserves (\$25,000) to provide funding for the operation of the Homeless Shelter.

The **Spring Hill Community Redevelopment Trust Fund** with a budget of \$363,061 comprises 0.43% of this year's Total City Budget of \$85,418,091.

Ad Valorem Taxes – 21.34% of this year's Spring Hill Community Redevelopment Fund budget

The valuation of property in the Spring Hill tax increment district is determined by the Volusia County Property Appraiser. The property appraiser released the July 1st preliminary taxable value of property at \$62,491,571. This represents a total increase of \$12,018,690 from the 2004 base year, or a 10.49% increase from previous year's final taxable value of \$56,558,826.

Intergovernmental Revenue – 78.33% of this year's Spring Hill Community Redevelopment Fund budget

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

Miscellaneous Revenue – 0.33% of this year's Spring Hill Community Redevelopment Fund budget

The City budgeted \$1,200 in additional miscellaneous revenue.

The **Governmental Impact Fees Trust Fund** with a budget of \$822,157 comprises 0.96% of this year's Total City Budget of \$85,418,091.

The City accounts for Police Impact Fees, Fire Impact Fees, General Government Buildings Impact Fees, and Parks and Recreation Impact Fees paid by new construction to fund growth related projects.

The **Community Redevelopment Trust Fund** with a budget of \$599,414 comprises 0.70% of this year's Total City Budget of \$85,418,091.

Ad Valorem Taxes – 43.24% of this year's Community Redevelopment Fund budget

The valuation of property in the downtown tax increment district is determined by the Volusia County Property Appraiser. The property appraiser released the July 1st preliminary taxable value of property at \$60,253,313. This represents a total increase of \$40,218,850 over the 1983 base year, or a 7.43% increase from previous year's final taxable value of \$56,086,937.

Intergovernmental Revenue – 44.63% of this year's Community Redevelopment Fund budget

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

Charges for Services – 9.69% of this year’s Community Redevelopment Fund budget

The City accounts for leases of City owned property within the tax increment district in this category. Revenue is derived from the rental of the Fish Building located at the corner of Woodland Boulevard (Hwy 17-92) and New York Avenue (SR44).

Miscellaneous Revenue – 2.44% of this year’s Community Redevelopment Fund budget

The City accounts for Interest on Investments and other miscellaneous revenue in this category.

The **Grants and Special Revenue Fund** with a budget of \$665,903 comprises 0.78% of this year’s Total City Budget of \$85,418,091. The Grants and Special Revenue Fund was created to record and report on expenditures of any type that are funded by grants or special one-time or fluctuating revenue sources, i.e. debt proceeds.

Other Taxes – 38.34% of this year’s Grants and Special Revenue Fund budget

The City includes Sales and Use Tax in this category.

Sales and Use Tax - includes \$255,331 in anticipated local option gas tax funds to be used solely for street milling and resurfacing projects.

Intergovernmental Revenue – 27.98% of this year’s Grants and Special Revenue Fund budget

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

Programmed into this year’s budget is Assistance to CDBG grant in the amount of \$186,328 to fund Right of Way and ADA Improvements.

Other Sources – 33.68% of this year’s Grants and Special Revenue Fund budget

The City accounts for funds budgeted in prior years, but carried over into the current year, transfers from reserves and other funds, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. Programmed into this year’s budget is a transfer from General Fund (\$224,244) to provide funding for the resurfacing projects.

Debt Service Fund

The **Debt Service Fund** with a budget of \$2,466,820 comprises 2.89% of this year’s Total City Budget of \$85,418,091. The Debt Service Fund was created to record and report the specific revenues and expenditures to operate the City’s debt financing.

Capital Projects

The **Capital Fund** with a budget of \$941,988 comprises 1.10% of this year’s Total City Budget of \$85,418,091.

Ad Valorem Taxes – 41.56% of this year’s Capital Fund budget

Ad Valorem taxes are taxes on property paid by owners of real and personal property within the city limits. The tax is based on an assessment by the Volusia County Property Appraiser of the market value of property and improvements. A tax rate of one (1) mill produces one dollar of tax revenue on each \$1,000 of taxable property value.

The valuation of property in the City of DeLand is determined by the Volusia County Tax Appraiser. The property appraiser released the July 1st preliminary gross taxable value of property at \$2,112,480,078. Excluding the taxable value of new construction and annexation of \$78,442,076, results in a preliminary adjusted taxable value of \$2,034,038,002. This represents an increase of taxable values for 2020 of \$183,529,645 or 9.51% from final gross taxable value of \$1,928,950,433 in the previous tax year.

On September 21, 2020 the City Commission approved a millage rate of 6.7841. FY20-21 budget includes the dedicating 0.2000 mills to the Capital projects which it yields \$391,446 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

Other Sources – 58.44% of this year’s Capital & Grant Projects Fund budget

The City accounts for funds budgeted in prior years but carried over into the current year, transfers from reserves and other funds, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated transfer from General Fund in the amount of \$379,837, Water and Sewer Fund in the amount of \$75,730, Airport Fund in the amount of \$3,185, Stormwater Fund in the amount of \$3,185, Spring Hill Community Redevelopment Fund in the amount of \$3,185, and Permits and Inspections Fund in the amount of \$85,420 for the capital projects that are not funded by special revenues. The majority of funds are for the purchase of Information Technology (\$257,150), Public Safety (\$398,176), Public Works (\$141,646), Parks & Recreation (\$121,359) software, vehicles and equipment.

Proprietary Funds

Enterprise Funds

The **Water and Sewer Fund** with a budget of \$22,790,599 comprises 26.68% of this year’s Total City Budget of \$85,418,091.

Charges for Services – 98.39% of this year’s Water & Sewer Revenue Fund budget

Charges for water, sewer, and reuse water utility services, penalty charges and fire hydrant rentals are accounted for in this category.

Miscellaneous Revenue – 1.08% of this year’s Water & Sewer Revenue Fund budget

The City accounts for Interest on Investments and other miscellaneous revenue in this category.

Other Sources – 0.53% of this year’s Water & Sewer Revenue Fund budget

The City accounts for funds budgeted in prior years but carried over into the current year, transfers from reserves and other funds, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes a transfer from the Refuse Fund in the amount of \$104,400 and a transfer from the Stormwater Fund in the amount of \$104,400.

The **Water and Wastewater Trust Fund** with a budget of \$7,115,136 comprises 8.33% of this year’s Total City Budget of \$85,418,091.

Permits, Fees, and Special Assessments – 42.16% of this year’s Water and Wastewater Trust Fund budget

The City includes Water and Sewer Impact Fees in this category. Programmed into this budget is \$3,000,000 in water and sewer development fees based upon prior year’s anticipated actual revenue.

Intergovernmental Revenue – 19.20% of this year’s Water and Wastewater Trust Fund budget

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category.

Other Sources – 38.64% of this year’s Water and Wastewater Trust Fund budget

The City accounts for funds budgeted in prior years but carried over into the current year, transfers from reserves and other funds, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes the Use of Reserve the amount of \$2,749,266.

The **Municipal Airport Fund** with a budget of \$7,377,351 comprises 8.64% of this year's Total City Budget of \$85,418,091.

Intergovernmental Revenue – 65.33% of this year's Airport Fund budget

The City accounts for Federal and State Grants, State and Local Shared Revenue, Grants from Local Units, and Payments in Lieu of Taxes in this category. Programmed into this year's budget is grant funding in the amount of \$4,820,000 towards rehabilitation of the East and West Aprons and electric home runs, a Wildlife Management Plan, Security Cameras and Fencing, and T-Hangars and electric gate controller.

Charges for Services – 5.61% of this year's Airport Fund budget

Charges for airport showcase and aviation related rentals of City owned property at the airport are accounted for in this category and is based upon prior year anticipated revenues.

Miscellaneous Revenues – 17.47% of this year's Airport Fund budget

The City accounts for Interest on Investments, Charges for non-aviation rentals of City owned property at the airport, Sale of Land, Private Donations, and other miscellaneous revenue in this category and is based upon prior year anticipated revenues.

Other Sources – 11.59% of this year's Airport Fund budget

The City accounts for funds budgeted in prior years but carried over into the current year, transfers from reserves and other funds, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated use of reserves in the amount of \$854,718.

The **Refuse Collection Fund** with a budget of \$4,030,200 comprises 4.72% of this year's Total City Budget of \$85,418,091.

Charges for Services – 100.00% of this year's Refuse Collection Fund budget

Charges for solid waste and recycling collection utility services are accounted for in this category.

The **Stormwater Fund** with a budget of \$1,886,452 comprises 2.21% of this year's Total City Budget of \$85,418,091.

Charges for Services – 95.33% of this year's Stormwater Fund budget

Charges for stormwater utility services are accounted for in this category.

Miscellaneous Revenues – 0.53% of this year's Stormwater Fund budget

The City accounts for Interest on Investments, Charges for non-aviation rentals of City owned property at the airport, Sale of Land, Private Donations, and other miscellaneous revenue in this category and is based upon prior year anticipated revenues.

Other Sources – 4.14% of this year's Stormwater Fund budget

The City accounts for funds budgeted in prior years but carried over into the current year, transfers from reserves and other funds, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated use of reserves in the amount of \$78,178.

The **Permits and Inspections Fund** with a budget of \$2,528,967 comprises 2.96% of this year's Total City Budget of \$85,418,091.

Permits, Fees, and Special Assessments – 49.63% of this year's Permits and Inspections Fund budget

The City accounts for building permits in this category. Programmed into this budget is the amount of \$1,255,135 in building permit revenue based upon prior year's anticipated actual revenue.

Charges for Services – 4.96% of this year's Permits and Inspections Fund budget

The City accounts for building plans review fees, fire plans review fees, and reinspection fees in this category.

Miscellaneous Revenues – 0.67% of this year’s Permits and Inspections Fund budget

The City accounts for Interest on Investments, Sale of Land, Private Donations, and other miscellaneous revenue in this category and is based upon prior year anticipated revenues.

Other Sources – 44.74% of this year’s Permits and Inspections Fund budget

The City accounts for funds budgeted in prior years but carried over into the current year, other transfers from reserves, and debt proceeds in this category. With the exception of debt proceeds, this category represents an immediate adjustment to fund balance as all unexpended amounts budgeted in prior years are closed to fund balance at the close of each fiscal year. This budget includes an anticipated use of reserves in the amount of \$1,131,196.

Internal Service Funds

The **Health Insurance Cost Containment Fund** with a budget of \$596,985 comprises 0.70% of this year’s Total City Budget of \$85,418,091.

Charges for Services –100% of this year’s Health Insurance Cost Containment Fund budget

This fund was created years ago to capture the cost of administering a City owned “care here” facility. The purpose of this clinic is to provide basic medical services to employees and their dependents. Charges to other funds and departments based upon the number of employees in each department covered by the City’s health insurance are accounted for in this category.

The **Workers’ Compensation Self Insurance Fund** with a budget of \$794,268 comprises 0.93% of this year’s Total City Budget of \$85,418,091.

Charges for Services –100% of this year’s Workers’ Compensation Fund budget

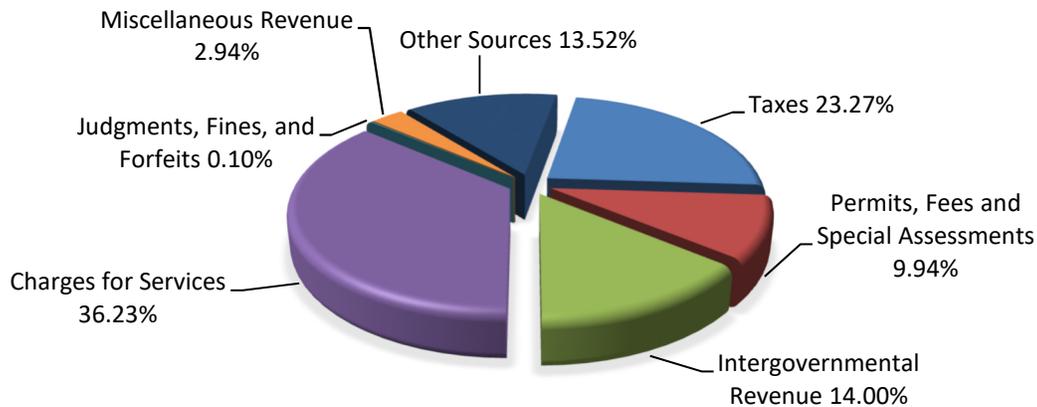
Charges to other funds and departments related to workers’ compensation coverage are accounted for in this category. These charges are billed on a cost reimbursement basis in accordance with actuarially determined requirements.

CITY REVENUE SUMMARY

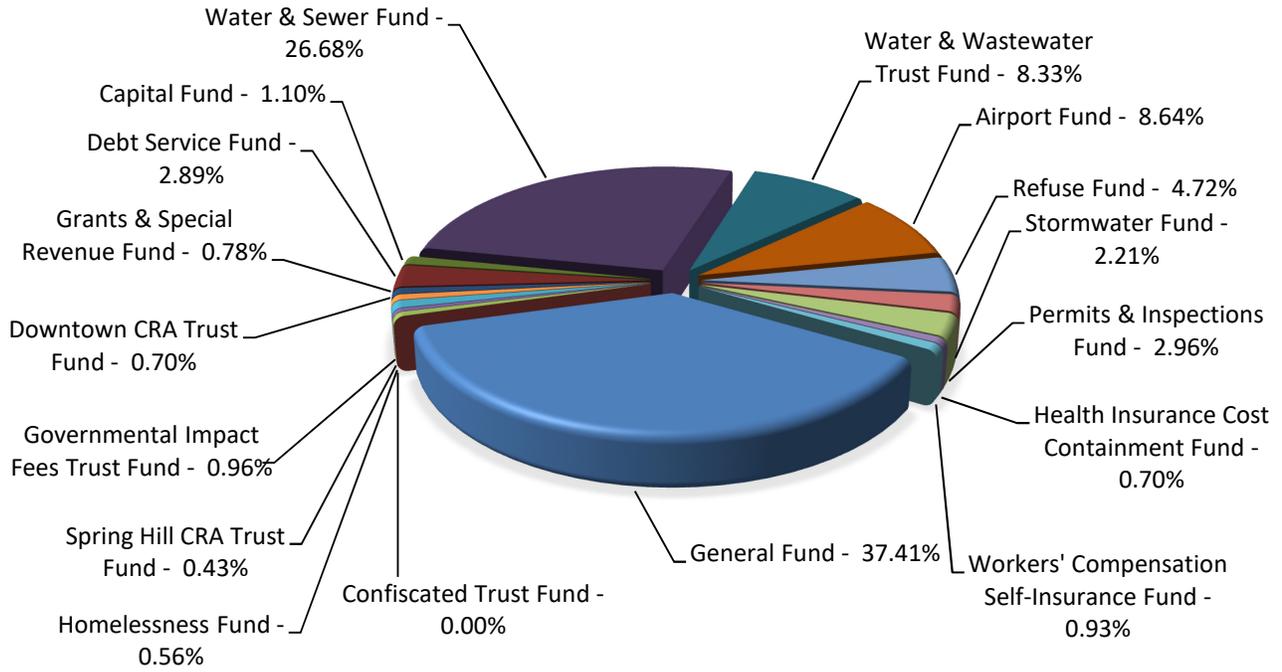
	2018-19	2019-20	2019-20	2020-21	% Change
REVENUE SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from
					2019-20
Taxes	\$18,431,566	\$18,887,807	\$ 18,219,713	\$19,879,197	5.25%
Permits, Fees and Special Assessments	9,197,073	9,231,221	8,067,024	8,494,019	-7.99%
Intergovernmental Revenue	10,232,256	9,437,627	7,277,229	11,957,181	26.70%
Charges for Services	30,862,393	30,506,441	31,172,319	30,940,652	1.42%
Judgments, Fines, and Forfeits	97,643	88,000	75,545	88,000	0.00%
Miscellaneous Revenue	4,044,739	2,525,619	3,132,913	2,514,302	-0.45%
Other Sources	<u>14,770,189</u>	<u>14,599,644</u>	<u>8,997,118</u>	<u>11,544,740</u>	-20.92%
Total Revenues	\$87,635,859	\$85,276,359	\$ 76,941,861	\$85,418,091	0.17%

	2018-19	2019-20	2019-20	2020-21	% Change
FUNDS SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from
					2019-20
General Fund	\$32,786,265	\$32,635,163	\$ 31,322,082	\$31,956,460	-2.08%
Confiscated Trust Fund	6,096	3,000	3,000	3,000	0.00%
Homeless Shelter Fund	152,534	315,825	315,825	479,330	51.77%
Spring Hill Community Redevelopment Trust Fund	811,312	236,973	593,573	363,061	53.21%
Governmental Impact Fees Trust Fund	815,316	1,011,500	1,011,000	822,157	-18.72%
Downtown Community Redevelopment Trust Fund	973,103	587,858	579,586	599,414	1.97%
Grants and Special Revenue Fund	1,908,727	675,820	676,429	665,903	-1.47%
Debt Service Fund	-	2,254,212	2,003,030	2,466,820	9.43%
Capital Fund	8,907,771	2,149,502	3,249,483	941,988	-56.18%
Water and Sewer Fund	23,998,225	27,418,956	23,290,758	22,790,599	-16.88%
Water and Wastewater Trust Fund	4,245,071	3,992,269	2,995,410	7,115,136	78.22%
Airport Fund	3,807,364	4,610,414	2,178,480	7,377,351	60.01%
Refuse Fund	3,859,030	4,000,200	4,031,700	4,030,200	0.75%
Stormwater Fund	1,792,386	2,045,988	1,798,832	1,886,452	-7.80%
Permits and Inspections Fund	1,884,731	1,993,564	1,517,098	2,528,967	26.86%
Health Insurance Cost Containment Fund	582,361	569,635	595,085	596,985	4.80%
Workers' Compensation Self-Insurance Fund	<u>1,105,567</u>	<u>775,480</u>	<u>780,490</u>	<u>794,268</u>	2.42%
Total Revenues	\$87,635,859	\$85,276,359	\$ 76,941,861	\$85,418,091	0.17%

Fiscal Year 2021 City Summary Revenue Summary - By Source



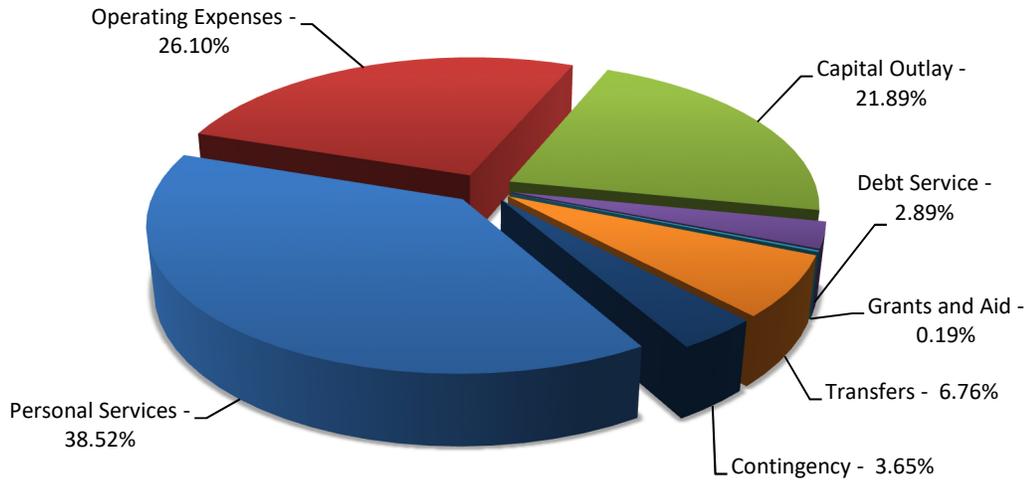
Fiscal Year 2021 City Summary Revenue Summary - By Fund



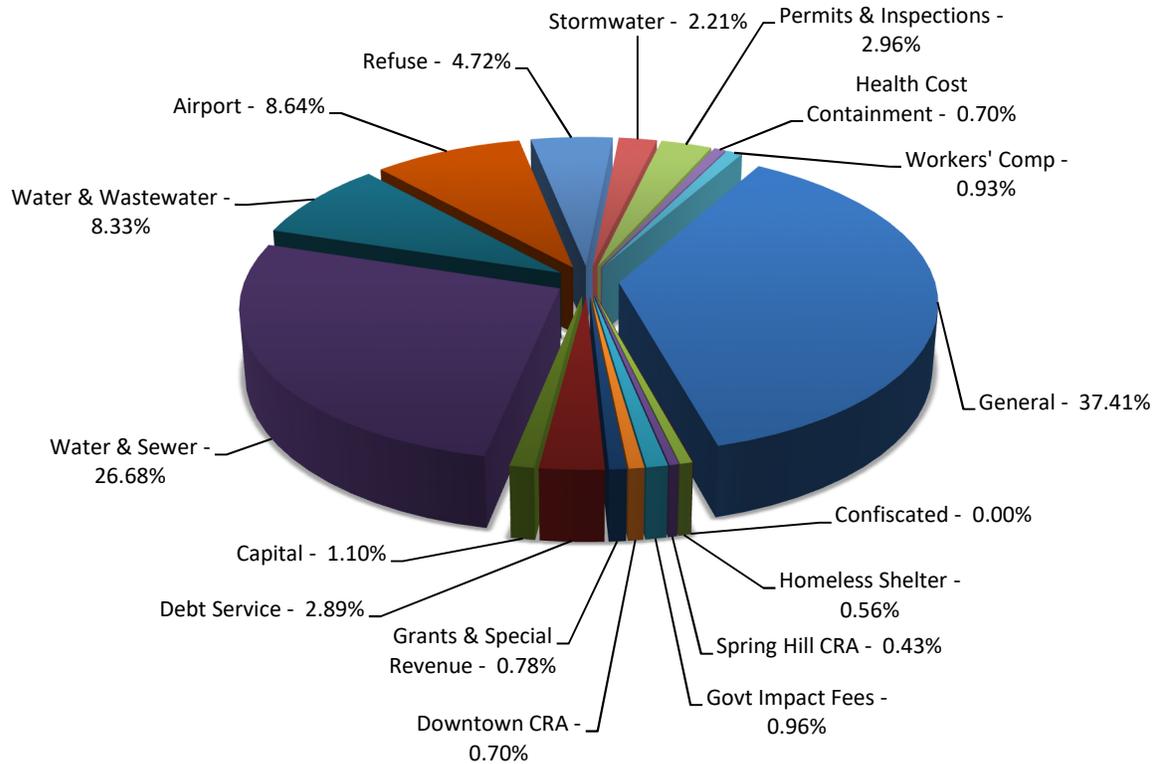
CITY EXPENDITURE SUMMARY

	2018-19	2019-20	2019-20	2020-21	% Change
EXPENDITURE SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2019-20
Personal Services	29,926,291	32,325,828	31,115,541	32,906,970	1.80%
Operating Expenses	18,965,987	20,965,217	21,198,443	22,292,992	6.33%
Capital Outlay	15,649,474	21,186,886	19,898,328	18,696,258	-11.76%
Debt Service	360,431	2,254,212	2,003,030	2,466,820	9.43%
Grants & Aid	82,329	62,500	60,000	162,500	160.00%
Transfers	4,791,403	6,819,583	8,035,163	5,775,116	-15.32%
Contingency	(21,962)	1,662,133	788,500	3,117,435	87.56%
Total Budget	69,753,953	85,276,359	83,099,005	85,418,091	0.17%
	2018-19	2019-20	2019-20	2020-21	% Change
FUNDS SUMMARY	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2019-20
General	27,924,781	32,635,163	32,541,053	31,956,460	-2.08%
Confiscated Trust	0	3,000	4,000	3,000	0.00%
Homeless Shelter	697	315,825	315,825	479,330	51.77%
Spring Hill CRA	508,801	236,973	1,158,658	363,061	53.21%
GIFT	601,181	1,011,500	824,869	822,157	-18.72%
Downtown CRA	363,897	587,858	485,586	599,414	1.97%
Grants & Special Rev	1,075,658	675,820	675,820	665,903	-1.47%
Debt Service	0	2,254,212	2,003,030	2,466,820	9.43%
Capital	2,818,619	2,149,502	2,149,502	941,988	-56.18%
Water & Sewer	18,591,199	27,418,956	26,870,070	22,790,599	-16.88%
Water & Wastewater	3,314,445	3,992,269	3,992,269	7,115,136	78.22%
Airport	4,804,082	4,610,414	2,130,762	7,377,351	60.01%
Refuse	3,858,387	4,000,200	4,030,200	4,030,200	0.75%
Stormwater	1,840,652	2,045,988	1,954,380	1,886,452	-7.80%
Permits & Inspections	2,422,095	1,993,564	2,578,350	2,528,967	26.86%
HICC	569,531	569,635	595,085	596,985	4.80%
Workers Comp	1,059,928	775,480	789,546	794,268	2.42%
Total Budget	69,753,953	85,276,359	83,099,005	85,418,091	0.17%
	2016-17	2017-18	2018-19	2019-20	2020-21
STAFFING	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
General	262.30	264.30	269.30	274.80	272.80
Spring Hill CRA	-	-	-	2.00	2.00
Water & Sewer	109.37	111.87	116.50	122.70	130.70
Airport	8.00	8.00	8.00	7.10	8.10
Stormwater	9.50	9.50	9.50	9.75	11.25
Permits & Inspections	12.95	14.55	16.55	19.80	20.52
	402.12	408.22	419.85	436.15	445.37

Fiscal Year 2021 City Summary Expenditure Summary - By Type



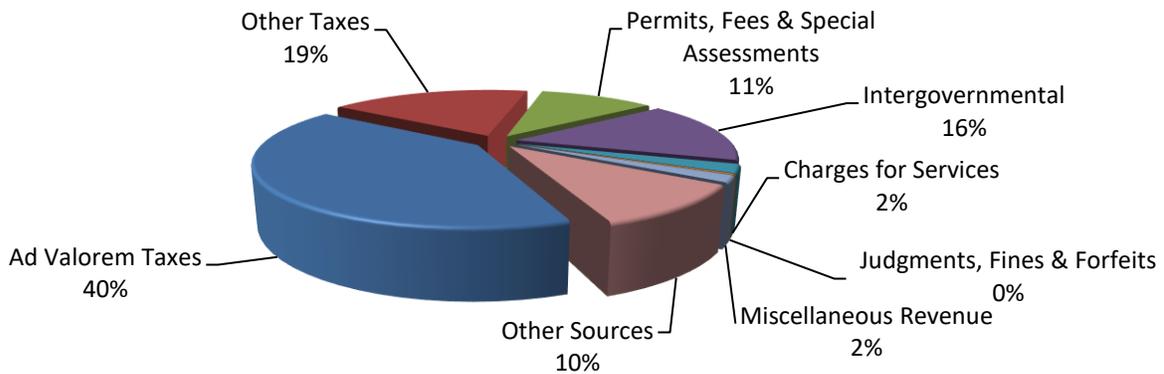
Fiscal Year 2021 City Summary Expenditure Summary - By Fund



GENERAL FUND

Revenue Summary

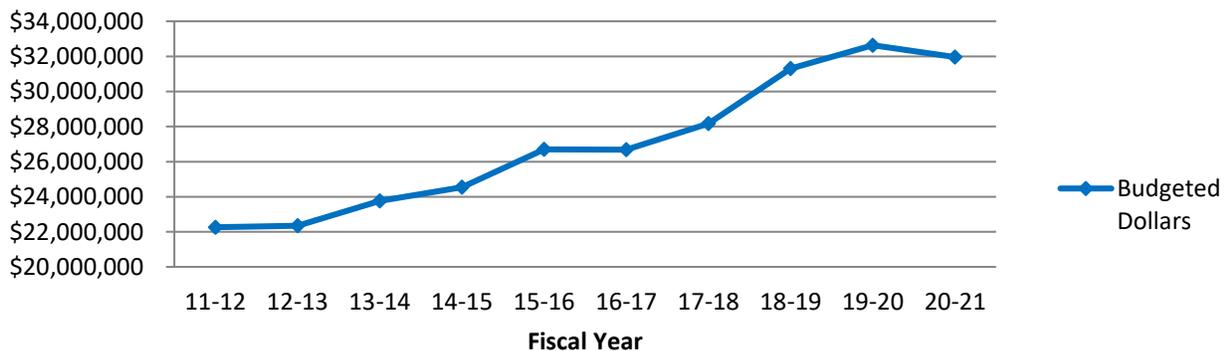
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Ad Valorem Taxes	\$11,712,592	\$11,876,096	\$11,816,596	\$12,916,662	8.76%
Other Taxes	6,259,225	6,114,549	5,867,490	5,979,093	-2.22%
Permits, Fees & Special Assessments	3,409,505	3,494,648	2,998,386	3,416,727	-2.23%
Intergovernmental	5,871,278	5,964,937	5,702,217	5,033,082	-15.62%
Charges for Services	941,092	730,807	764,395	699,327	-4.31%
Judgments, Fines, & Forfeits	92,398	85,000	72,545	85,000	0.00%
Miscellaneous Revenue	1,001,251	525,070	752,299	532,393	1.39%
Other Sources	<u>3,498,924</u>	<u>3,844,056</u>	<u>3,348,154</u>	<u>3,294,176</u>	-14.30%
Total General Fund Revenue	\$32,786,265	\$32,635,163	\$31,322,082	\$31,956,460	-2.08%



Management Discussion

General Fund revenues have decreased approximately 2.08% or \$678,703 from revenues budgeted in the last fiscal year. July 1st preliminary gross taxable value of property located within the city limits has increased 9.51% from the previous tax year. Based on proposed millage rate, this translates into an increase in ad valorem taxes of 8.76% in FY 20-21.

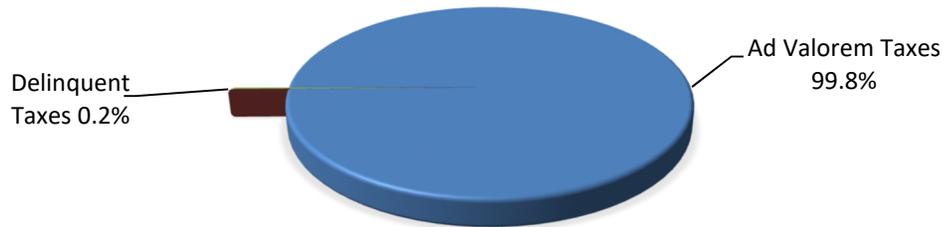
History of Revenues



GENERAL FUND

Ad Valorem Taxes Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Ad Valorem Taxes - Operating Millage	\$11,042,024	\$11,844,535	\$11,786,535	\$12,886,601	8.80%
Ad Valorem Taxes - Police Facility Debt	387,615	0	0	0	N/A
Delinquent Taxes	<u>282,953</u>	<u>31,561</u>	<u>30,061</u>	<u>30,061</u>	-4.75%
Total Ad Valorem Tax Revenue	\$11,712,592	\$11,876,096	\$11,816,596	\$12,916,662	8.76%



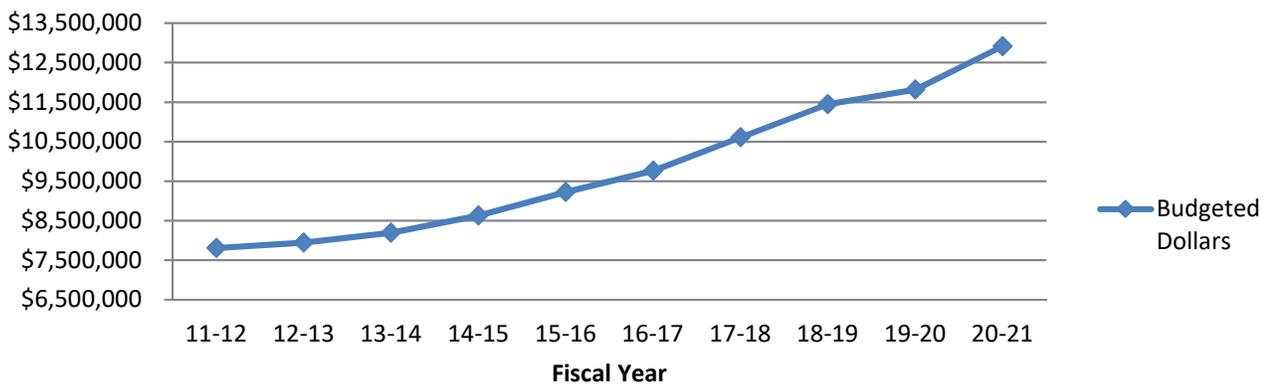
Management Discussion

The property appraiser has released \$2,112,480,078 as the July 1st preliminary estimated taxable value of property located within the city limits. The preliminary taxable value represents a total increase of \$183,529,645 or 9.51% increase from final taxable values of \$1,928,950,433 in the previous tax year. Included in the total taxable value amount for the current year is \$78,442,076 for annexations and new construction.

Based on the taxable valuation described above, the proposed millage rate, which is 0.3265 mills more than the roll back rate of 6.4576, is 6.7841 mills. After dedicating 0.2000 mills to the Capital Fund, the remaining 6.5841 mills yields \$12,886,601 in revenues after allowing for discounts and delinquencies and payment to the tax increment district.

The proposed rate for Tax Year 2020 of 6.7841 mills is the same as last year.

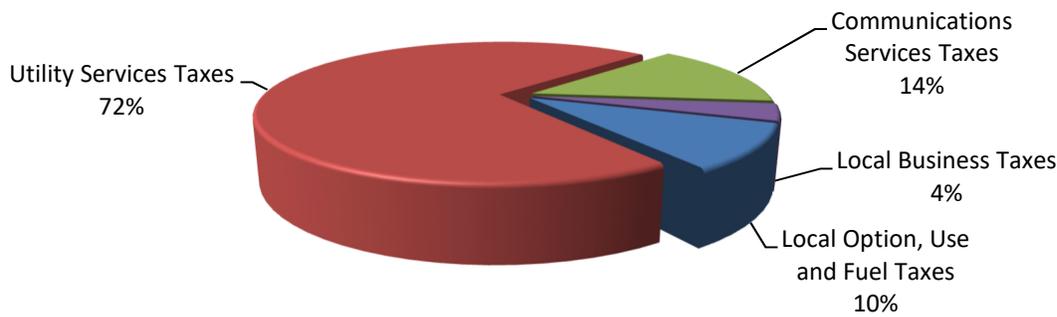
History of Revenues



GENERAL FUND

Other Taxes and Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Local Option, Use and Fuel Taxes	\$ 822,167	\$ 683,950	\$ 683,211	\$ 593,788	-13.18%
Utility Services Taxes	4,284,365	4,308,252	4,120,202	4,288,515	-0.46%
Communications Services Taxes	897,026	866,776	808,506	866,776	0.00%
Local Business Taxes	<u>255,667</u>	<u>255,571</u>	<u>255,571</u>	<u>230,014</u>	-10.00%
Total Other Tax Revenue	\$ 6,259,225	\$ 6,114,549	\$ 5,867,490	\$ 5,979,093	-2.22%



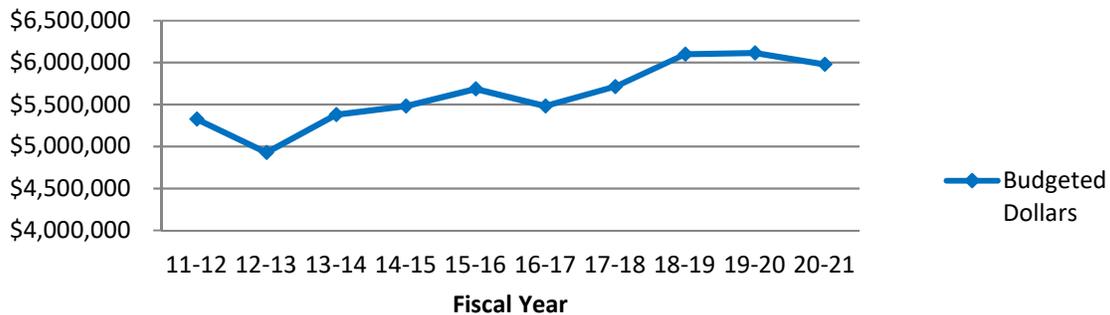
Management Discussion

Local Option, Use and Fuel taxes includes anticipated revenue for Fire Insurance Premium Tax (\$142,999) and Casual Insurance Premium Tax (\$180,302), pending State approval. Anticipated Local Option Gas Tax is \$270,487.

The City currently levies a 10.0% utility tax on electric, water, gas and propane. Anticipated revenues from these sources will yield \$4,288,515, a decrease of approximately \$19,737.

Communications Services Taxes are projected to remain steady at \$866,776, while Local Business Taxes, which includes occupational licenses are anticipated to have a decrease of \$25,557.

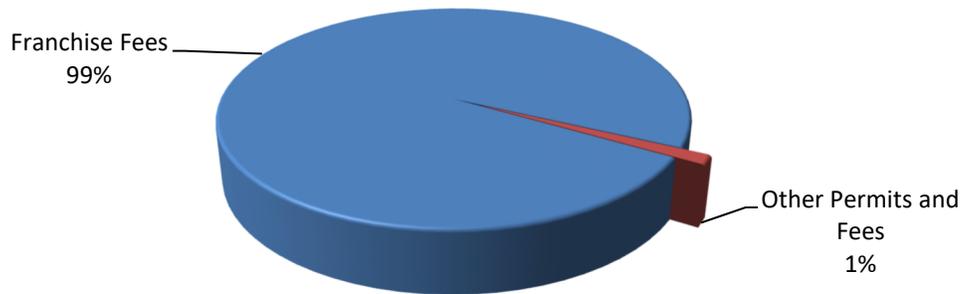
History of Revenues



GENERAL FUND

Permits, Fees and Special Assessments Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Franchise Fees	\$ 3,365,033	\$ 3,443,828	\$ 2,953,688	\$ 3,370,007	-2.14%
Other Permits and Fees	<u>44,472</u>	<u>50,820</u>	<u>44,698</u>	<u>46,720</u>	-8.07%
Total Permits, Fees & Special Assessments	\$ 3,409,505	\$ 3,494,648	\$ 2,998,386	\$ 3,416,727	-2.23%

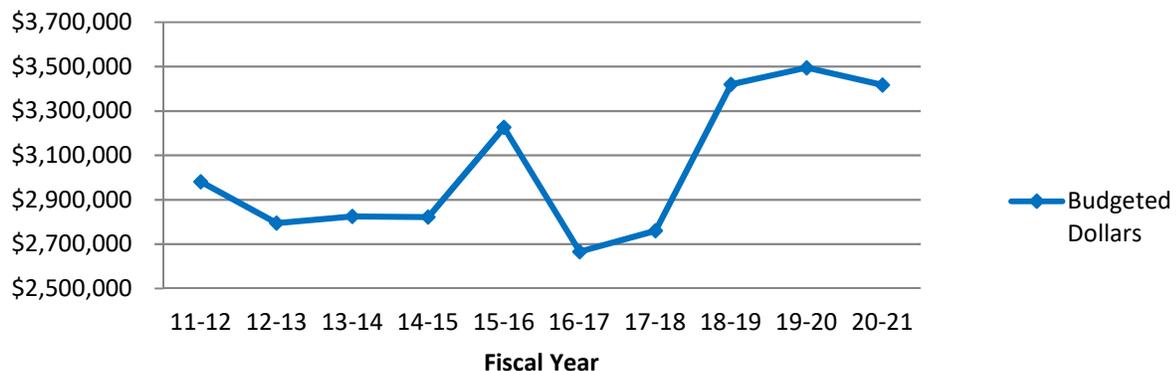


Management Discussion

Franchise tax revenues represent agreements with Duke Energy for electricity, Florida Public Utilities for gas and WCA Waste Corporation for solid waste and recycling collection and are forecast to be 2.14% less in the FY2020-2021 budget.

Other Permits and Fees include \$27,500 for Fire Permit revenue, \$18,820 for lighting assessments and \$400 for other fees.

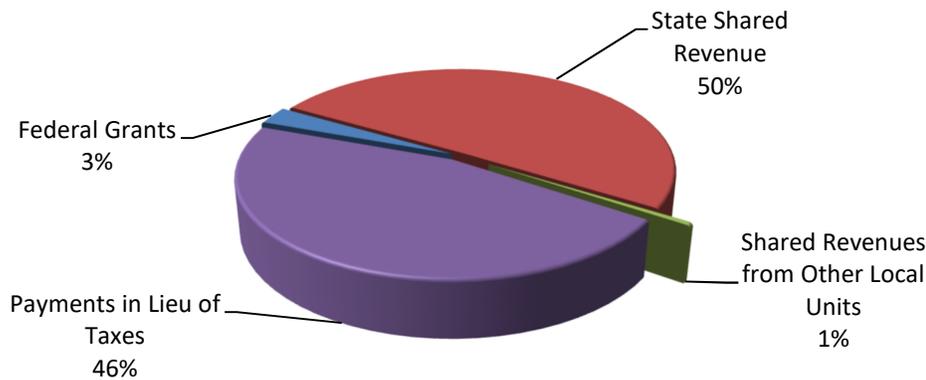
History of Revenues



GENERAL FUND

Intergovernmental Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Federal Grants	\$ 327,246	\$ 233,141	\$ 217,304	\$ 141,423	-39.34%
State Shared Revenue	3,214,971	3,360,330	3,111,396	2,539,275	-24.43%
Shared Revenues from Other Local Units	29,345	28,467	28,685	25,620	-10.00%
Payments in Lieu of Taxes	<u>2,299,716</u>	<u>2,342,999</u>	<u>2,344,832</u>	<u>2,326,764</u>	-0.69%
Total Intergovernmental Revenue	\$ 5,871,278	\$ 5,964,937	\$ 5,702,217	\$ 5,033,082	-15.62%

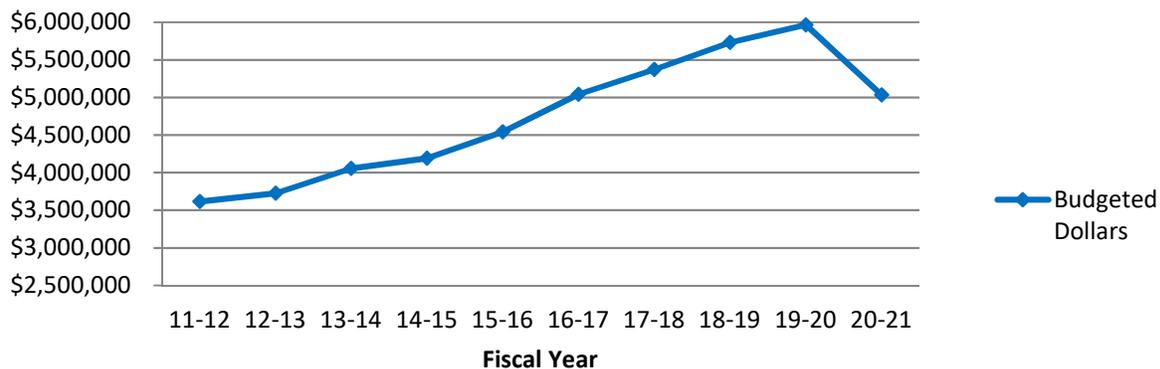


Management Discussion

State shared revenue in FY 20-21 is anticipated to decrease by approximately \$821,055 primarily as a result of a decrease in projected sales tax revenue and state revenue sharing due to an anticipated economic downswing resulting from COVID-19.

Included in Payments in Lieu of Taxes is 10% of projected Water and Sewer Fund revenue for the categories 'Charges for Services' and 'Miscellaneous Revenue'. 1% of the PILOT is to be transferred to the Grants and Special Revenue Fund for road resurfacing. In FY 20-21, 1% of the PILOT is equal to \$224,244.

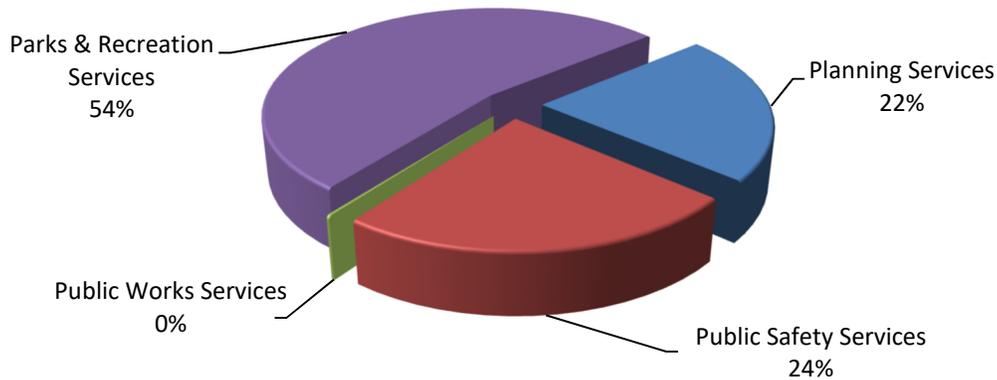
History of Revenues



GENERAL FUND

Charges for Services Revenue Summary

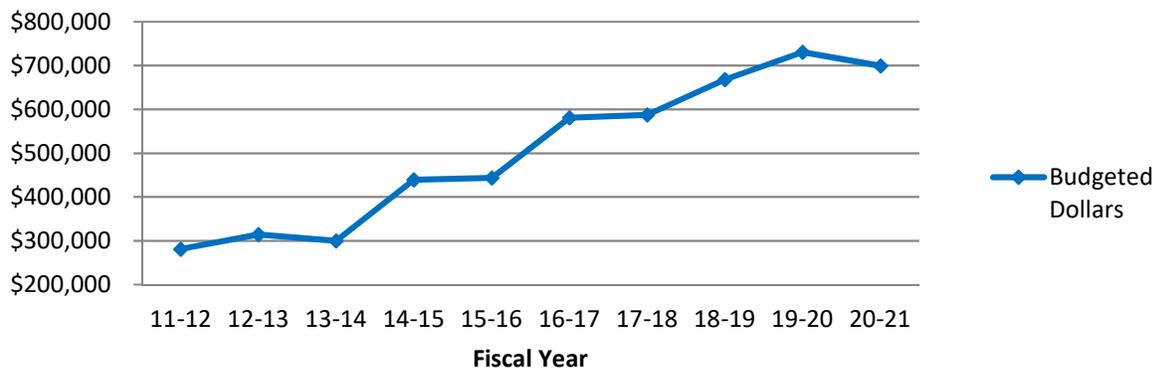
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Planning Services	\$ 253,643	\$ 179,440	\$ 185,735	\$ 156,307	-12.89%
Public Safety Services	175,427	123,003	117,065	168,018	36.60%
Public Works Services	71,304	1,500	158,320	1,500	0.00%
Parks & Recreation Services	<u>440,718</u>	<u>426,864</u>	<u>303,275</u>	<u>373,502</u>	-12.50%
Total Charges for Services Revenue	\$ 941,092	\$ 730,807	\$ 764,395	\$ 699,327	-4.31%



Management Discussion

Planning Services is anticipated to have a decrease of \$23,133. Public Safety Services has increased due to an increase in reimbursement for School Resource Officer's salaries. Parks & Recreation Services is projected to decrease by \$53,362 due to anticipated decreases in Stadium revenue and rent from the Activity Center due to economic conditions as a result of COVID-19.

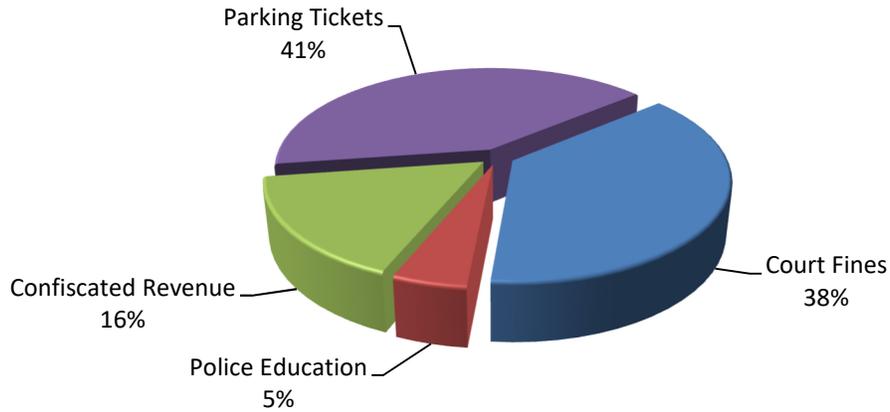
History of Revenues



GENERAL FUND

Judgments, Fines, and Forfeits Revenue Summary

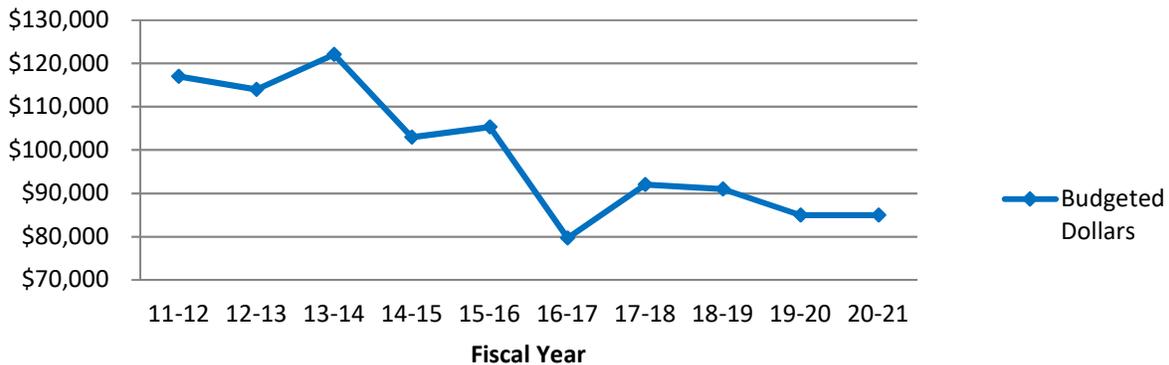
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Court Fines	\$ 32,098	\$ 32,000	\$ 32,638	\$ 32,000	0.00%
Police Education	4,090	4,000	4,301	4,000	0.00%
Confiscated Revenue	18,764	14,000	19,726	14,000	0.00%
Parking Tickets	37,446	35,000	15,880	35,000	0.00%
Total Judgments, Fines, and Forfeits	\$ 92,398	\$ 85,000	\$ 72,545	\$ 85,000	0.00%



Management Discussion

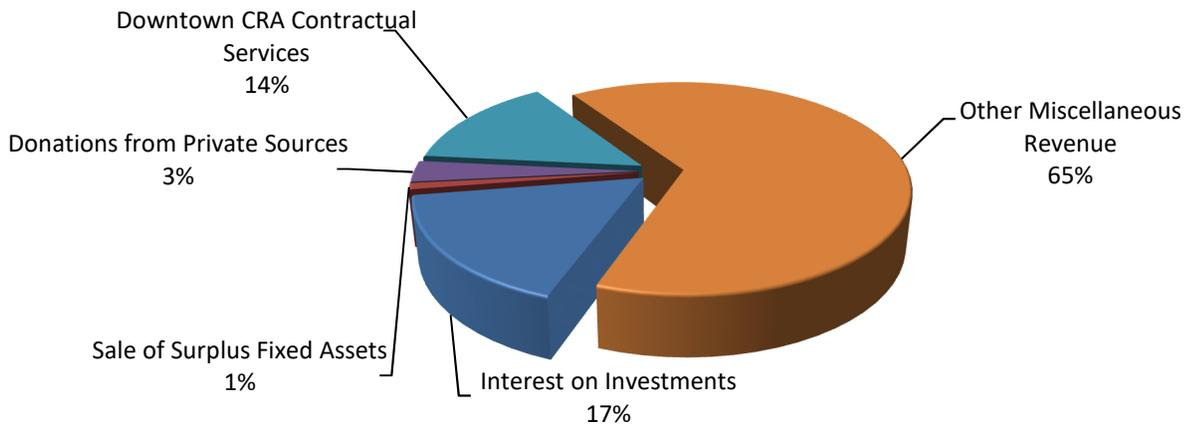
Revenues for fines and forfeitures are projected based on historical collections. The \$2 Police Education Fund is restricted, by law, for expenditures to train and educate only law enforcement personnel in order to improve quality of service through enhanced training.

History of Revenues



GENERAL FUND Miscellaneous Revenue Summary

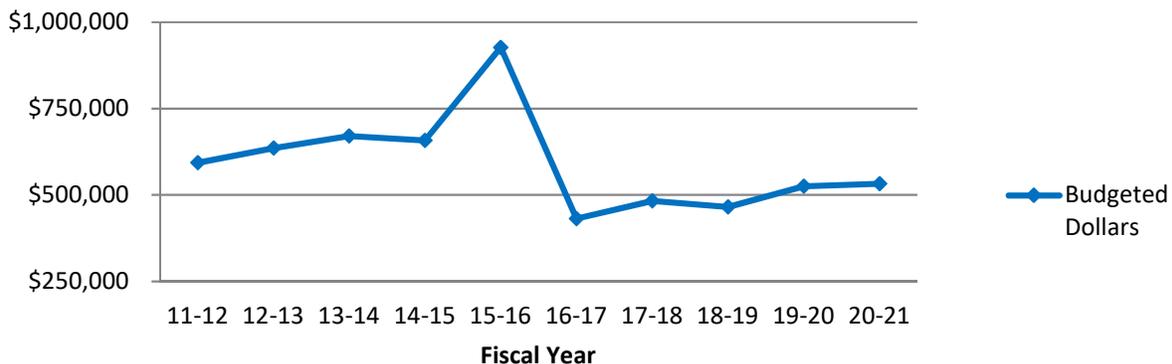
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Interest on Investments	\$ 385,998	\$ 90,000	\$ 185,000	\$ 90,000	0.00%
Sale of Surplus Fixed Assets	25,346	5,000	9,015	5,000	0.00%
Insurance Proceeds on Equipment	64,796	0	118,265	0	N/A
Donations from Private Sources	37,083	17,000	17,000	17,000	0.00%
Downtown CRA Contractual Services	64,990	74,994	73,143	75,317	0.43%
Other Miscellaneous Revenue	<u>423,038</u>	<u>338,076</u>	<u>349,876</u>	<u>345,076</u>	2.07%
Total Miscellaneous Revenue	\$ 1,001,251	\$ 525,070	\$ 752,299	\$ 532,393	1.39%



Management Discussion

Miscellaneous revenues include interest earned on investments, sale of land and equipment, insurance proceeds, private donations, and any other miscellaneous revenues. The Downtown CRA reimburses the General Fund for contractual maintenance and special events personnel support. The Donation from Private Sources includes donations for the 4th July fireworks (\$17,000). Other Miscellaneous Revenue includes contracts with FDOT for highway lighting (\$63,458) and traffic signal maintenance (\$88,060).

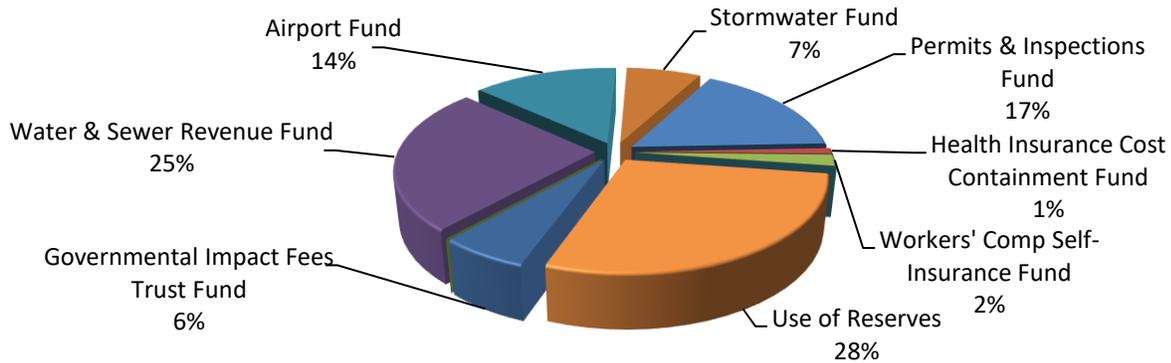
History of Revenues



GENERAL FUND

Other Sources Revenue Summary

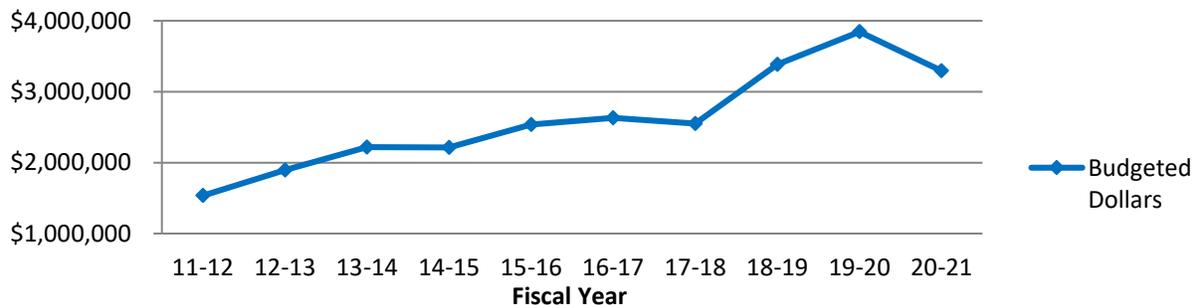
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Governmental Impact Fees Trust Fund	\$ 200,000	\$ 200,000	\$ 200,000	\$ 200,000	0.00%
Spring Hill CRA Fund	42,400	45,000	25,571	0	-100.00%
Downtown CRA	0	0	27,011	0	N/A
Water & Sewer Revenue Fund	790,027	833,501	833,501	827,956	-0.67%
Airport Fund	423,312	452,635	452,691	459,563	1.53%
Stormwater Fund	233,099	247,636	247,636	236,027	-4.69%
Permits & Inspections Fund	838,881	503,584	503,584	543,359	7.90%
Health Insurance Cost Containment Fund	32,205	32,205	32,205	32,205	0.00%
Workers' Comp Self-Insurance Fund	64,000	64,000	64,000	64,000	0.00%
Debt Proceeds	875,000	0	0	0	N/A
Use of Reserves	0	1,465,495	961,955	931,066	-36.47%
Total Other Sources Revenue	\$ 3,498,924	\$ 3,844,056	\$ 3,348,154	\$ 3,294,176	-14.30%



Management Discussion

Other Sources are those revenues received from enterprise fund contributions for general government services, inter-fund transfers and anticipated funds carried over from the prior year in excess of the required operating reserve. The Use of Reserves represents \$931,066 from General Fund reserves to provide funding for the purchase of capital (\$295,053), operating capital (\$260,729), debt service (\$205,000), Lot Maintenance (\$40,000) and Tree Reserve (\$130,284).

History of Revenues



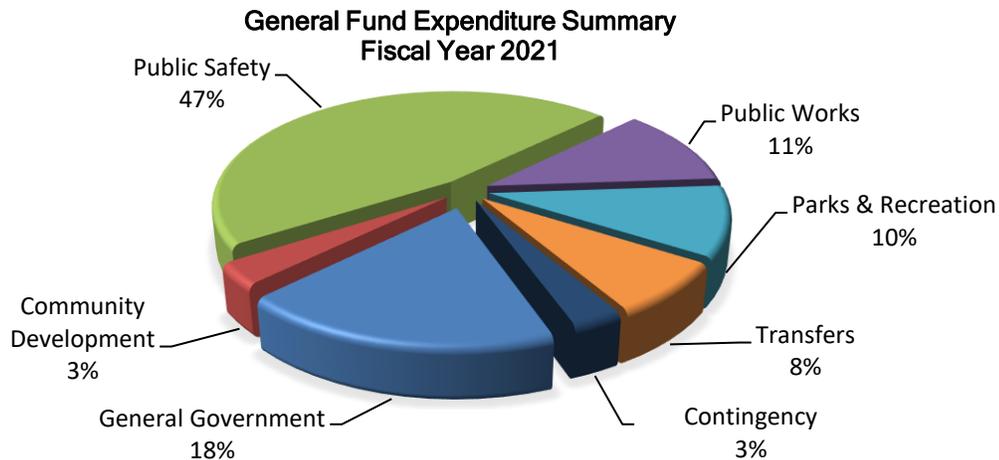
GENERAL FUND

Expenditure Summary

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 20,346,636	\$ 21,662,091	\$ 21,294,191	\$21,712,373	0.23%
Operating Expenses	6,382,899	6,681,858	6,837,691	6,864,871	2.74%
Grants & Aid	6,000	32,500	30,000	30,000	-7.69%
Transfers	1,155,976	3,461,214	3,656,671	2,407,231	-30.45%
Contingency	<u>33,270</u>	<u>797,500</u>	<u>722,500</u>	<u>941,985</u>	18.12%
Total Budget	\$ 27,924,781	\$ 32,635,163	\$ 32,541,053	\$31,956,460	-2.08%

DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
General Government	\$ 5,429,268	\$ 5,713,675	\$ 5,732,204	\$ 5,848,805	2.37%
Community Development	1,042,844	1,050,650	1,053,298	1,016,317	-3.27%
Public Safety	14,110,486	14,754,910	14,788,846	14,926,268	1.16%
Public Works	3,208,152	3,660,100	3,441,974	3,589,961	-1.92%
Parks & Recreation	2,944,785	3,197,114	3,145,560	3,225,893	0.90%
Transfers	1,155,976	3,461,214	3,656,671	2,407,231	-30.45%
Contingency	<u>33,270</u>	<u>797,500</u>	<u>722,500</u>	<u>941,985</u>	18.12%
Total Budget	\$ 27,924,781	\$ 32,635,163	\$ 32,541,053	\$31,956,460	-2.08%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
General Government	36.80	37.36	38.86	37.36	36.46
Community Development	11.55	11.45	11.45	10.45	10.40
Public Safety	138.28	138.28	141.78	145.70	145.40
Public Works	38.37	39.37	39.37	41.45	40.95
Parks & Recreation	<u>37.30</u>	<u>37.84</u>	<u>37.84</u>	<u>39.84</u>	<u>39.59</u>
Total Staffing	262.30	264.30	269.30	274.80	272.80



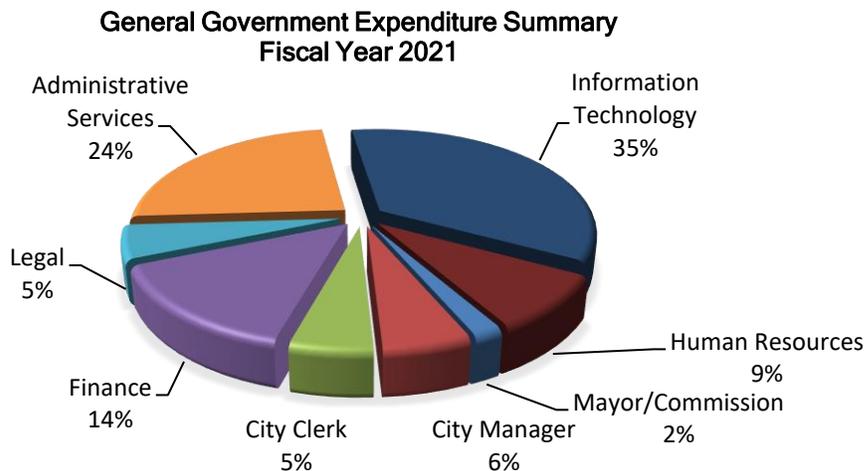
GENERAL FUND

General Government Expenditure Summary

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$3,034,744	\$2,997,028	\$2,920,040	\$2,942,332	-1.83%
Operating Expenses	<u>2,394,524</u>	<u>2,716,647</u>	<u>2,812,164</u>	<u>2,906,473</u>	6.99%
Total Budget	\$5,429,268	\$5,713,675	\$5,732,204	\$5,848,805	2.37%

DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Mayor/Commission	\$ 103,464	\$ 119,180	\$ 98,206	\$ 108,502	-8.96%
City Manager	311,611	334,461	290,661	326,520	-2.37%
City Clerk	286,886	306,097	298,462	306,753	0.21%
Finance	872,201	852,198	785,568	839,601	-1.48%
Legal	349,263	313,660	313,610	312,386	-0.41%
Administrative Services	1,458,286	1,338,920	1,328,450	1,384,833	3.43%
Information Technology	1,531,177	1,911,447	2,060,441	2,060,509	7.80%
Human Resources	<u>516,380</u>	<u>537,712</u>	<u>556,806</u>	<u>509,701</u>	-5.21%
Total Budget	\$5,429,268	\$5,713,675	\$5,732,204	\$5,848,805	2.37%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Mayor	5.00	5.00	5.00	5.00	5.00
City Manager	2.90	2.00	2.00	2.00	2.00
City Clerk	3.00	3.00	3.25	3.25	3.25
Finance	9.00	9.00	9.00	8.73	8.73
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	6.90	7.40	7.65	5.65	4.75
Information Technology	5.00	5.23	6.23	6.73	6.73
Human Resources	<u>4.00</u>	<u>4.73</u>	<u>4.73</u>	<u>5.00</u>	<u>5.00</u>
Total Staffing	36.80	37.36	38.86	37.36	36.46





CITY COMMISSION

Description:

The government as set forth in the City Charter is a “commission-manager” government. The City Commission is comprised of five Commissioners, one of whom is elected as the Mayor-Commissioner, elected from the City at large. The Mayor-Commissioner presides over meetings of the Commission and serves as the ceremonial head of the government. The City Commission determines policy in the areas of economic development, planning, traffic, law and order, fire prevention and suppression, public works, parks, recreation, finance, utilities, airport operations, appointment and removal of the City Manager, City Attorney and City Clerk, adopt a budget, levy taxes, collect revenues and make appropriations and authorize the issuance of bonds. The Commission determines policy by adopting ordinances and resolutions, appropriating moneys, and exercising other essential legislative duties.

Mission:

The City Commission determines appointment and removal of the City Manager, City Attorney and City Clerk, adopt a budget, levy taxes, collect revenues and make appropriations and authorize the issuance of bonds. The Commission determines policy by adopting ordinances and resolutions, appropriating moneys, and exercising other essential legislative duties.

Operating Budget Comparison

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 71,242	\$ 70,729	\$ 64,973	\$ 70,186	-0.77%
Operating Expenses	<u>32,222</u>	<u>48,451</u>	<u>33,233</u>	<u>38,316</u>	-20.92%
Total Budget	\$ 103,464	\$ 119,180	\$ 98,206	\$ 108,502	-8.96%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Mayor	1.00	1.00	1.00	1.00	1.00
Commissioner	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>
Total Full Time Staffing	5.00	5.00	5.00	5.00	5.00

Management Discussion

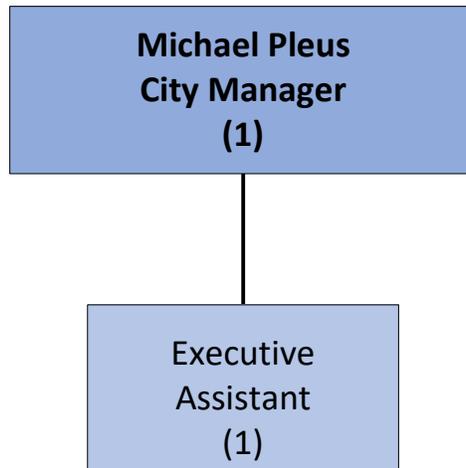
- ✓ Total expenses decreased by 8.96%.
- ✓ Operating expenses decreased by 20.92% due to a reduction in travel and training.
- ✓ Includes funding for travel and training (\$19,435):
 - Legislative Action Days (3).
 - Florida League of Cities annual conference (4).
 - Florida Black Caucus of Local Elected Officials.
 - Delta Sigma Theta.
 - Florida League of Mayors.
 - IEMO (3).

- Legislative Conference (3).
- NAACP Annual Freedom Fund Banquet.
- ✓ Includes funding for memberships (\$11,889):
 - Chamber of Commerce.
 - Florida Black Caucus of Local Elected Officials.
 - Florida Tax Watch.
 - Florida League of Cities.
 - Florida League of Mayors.
 - River to Sea TPO.
 - Volusia League of Cities.
 - National League of Cities Women in Government (WIMG).



CITY MANAGER

Organizational Structure



Description:

The City Manager is the Chief Administrative Officer of the City responsible for the efficient and effective administration of City policies, programs and services.

Mission:

To manage City departments effectively and efficiently within a balanced and affordable budget to achieve the City's strategic plan and ensure quality & timely services for citizens, all while providing timely, accurate and transparent communication to citizens and elected officials to facilitate the development of policy which meets the needs of the community.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of citizens surveyed who are satisfied with City services	High Value Government	96%	*N/A <i>Survey conducted every other year</i>	96%
% of City Commission who are satisfied with the quality and timeliness of information they are provided to identify and establish policy, priorities and strategic goals	High Value Government	100%	100%	100%
% of citizen inquiries received at the City Manager's office responded to within five business days from receipt	Communication & High Value Government	100%	100%	100%

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Entered into contract negotiations with Glasshouse Square on the former County Jail site.
- ✓ Construction completed on The Bridge.
- ✓ Construction completed on the Dr. Joyce M. Cusack Resource Center.
- ✓ Construction commenced on Fire Station 81 and Police Evidence Building.

Action Plan

Commission Support		
	Goals & Objectives	Strategic Plan Area(s)
1	Communicate with the City Commission regularly on issues. <ul style="list-style-type: none"> • Provide the City Commission with a "read file" twice weekly containing updates, correspondence and the other city business. • Provide the City Commission with a quarterly progress report on Goals and Objectives. 	Communication & High Value Government
2	Support City Commission communication to and from the public. <ul style="list-style-type: none"> • Independently draft response letters to citizen correspondence which requests answers from the Mayor and City Commission. • Prepare any requested proclamations, certificates of recognition, etc. as requested. 	Communication

Organizational Efficiency

Goals & Objectives		Strategic Plan Area(s)
1	Ensure efficient and effective operations. <ul style="list-style-type: none"> • Develop a recommended annual budget for the City Commission by July 30th. • By March 31st hold a strategic plan and goal setting workshop for the Commission to set budget priorities. • Monitor expenditures monthly to ensure compliance with approved budget. • Review data from each department quarterly to evaluate program/service outcomes. 	High Value Government
2	Ensure open communication with citizens. <ul style="list-style-type: none"> • Review open inquiries weekly in the web-based citizen request system. • Respond to citizen inquiries in a timely manner. 	Communication

Long-Term Goals

- ✓ Implementation of Strategic Plan update.
 - Target Completion: FY2020-2021 – Annual Update
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 296,786	\$ 308,770	\$ 268,748	\$ 308,341	-0.14%
Operating Expenses	<u>14,825</u>	<u>25,691</u>	<u>21,913</u>	<u>18,179</u>	-29.24%
Total Budget	\$ 311,611	\$ 334,461	\$ 290,661	\$ 326,520	-2.37%

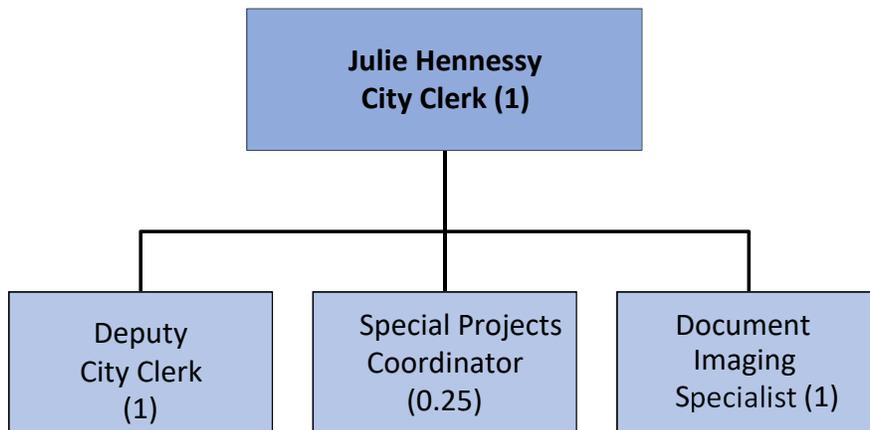
STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
City Manager	Appt	1.00	1.00	1.00	1.00	1.00
Assistant City Manager	E111	0.90	0	0	0	0
Executive Assistant	121	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		2.90	2.00	2.00	2.00	2.00

Management Discussion

- ✓ Total expenses decreased by 2.37%.
- ✓ Operating expenses decreased by 29.24% due to reductions in travel (\$2,700), memberships (\$2,485), and training (\$2,327).



Organizational Structure



Description:

The City Clerk is directly accountable to the City Commission as a representative of the legislative branch of government. The Clerk's Office serves as a liaison, and bridges the gap, between the City Commission, City staff, and the public.

Mission:

It is the mission of the City Clerk's Office to establish trust and confidence in City government through transparent record keeping and to provide effective and efficient public service for all citizens.

Performance Measures

Performance	Strategic Focus Area	FY18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of City Clerk customers (Commission & Departments) rating services as satisfactory	High Value Government	<i>Not reported</i>	70%	70%
% of agendas completed 4 days before Commission Meeting	High Value Government	<i>Not reported</i>	92%	92%
% of agendas posted to the website 3 days before the Commission Meeting	High Value Government	<i>Not reported</i>	95%	95%
% of short minutes posted within 4 days after meeting	High Value Government	<i>Not reported</i>	90%	90%
% of public records requests responded to within 72 hours	High Value Government	<i>Not reported</i>	50%	50%
% of total adopted ordinances/amendments that are codified within six months of adoption	High Value Government	<i>Not reported</i>	50%	50%
Perform 7 audits annually	High Value Government	<i>Not reported</i>	7	7

Fiscal Year 2019 - 2020 Accomplishments

✓ Not able to accomplished all goals within the performance measure target range because of understaffing.

Action Plan

Internal Auditing

Goals & Objectives		Strategic Plan Area(s)
1	Provide an internal auditing function which provides audit information in a format and in a manner which can be used as a means to effect desirable changes in internal handling procedures. <ul style="list-style-type: none"> Complete annual internal audits within a time and in a manner designed to effectively and cooperatively coordinate with outside auditors. 	High Value Government

Records Management and Retention

Goals & Objectives		Strategic Plan Area(s)
1	To ensure timely and efficient access to public documents and information by maintaining an accurate and comprehensive records management and retention system. <ul style="list-style-type: none"> Monitor and provide support to responses by individual departments for public records requests. 	High Value Government

Records Management and Retention

Goals & Objectives		Strategic Plan Area(s)
2	To provide training and support to City staff with regard to Florida Public Records Retention Schedule. <ul style="list-style-type: none"> Annually provide one in-house training seminar/or written materials for City administrative employees with regard to Florida Public Records Retention Law. 	High Value Government
3	To enhance records management program by maintaining an in-house destruction program. <ul style="list-style-type: none"> Annually report the amount of records destroyed. 	
4	To enhance records management by maintaining a document imaging program.	

Agenda Preparation

Goals & Objectives		Strategic Plan Area(s)
1	To ensure access by City Staff and members of the public by preparing and distributing accurate agenda materials. <ul style="list-style-type: none"> Install and maintain new ADA compliant agenda software. Maintain the City website with updated agenda materials. Ensure timely delivery of agenda. 	Communication & High Value Government
2	Provide for efficiencies and improve access to government by implementing and maintaining an electronic agenda process.	

Codification and Publication of Code of Ordinances

Goals & Objectives		Strategic Plan Area(s)
1	Oversee and distribute periodic updates to the Code of Ordinances. <ul style="list-style-type: none"> Submit ordinances semi-annually, or as necessary, to Municipal Code Corporation to maintain an updated Code of Ordinances. 	High Value Government

Long-Term Goals

- ✓ Replace Accela Agenda Management Software with an ADA compliant software.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: High Value Government
- ✓ Find a legal and acceptable option to manage emails.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: High Value Government
- ✓ Obtain Volunteer Board Management software.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 230,879	\$ 257,528	\$ 249,893	\$ 258,184	0.25%
Operating Expenses	<u>56,007</u>	<u>48,569</u>	<u>48,569</u>	<u>48,569</u>	0.00%
Total Budget	\$ 286,886	\$ 306,097	\$ 298,462	\$ 306,753	0.21%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
City Clerk-Auditor	Appt	1.00	1.00	1.00	1.00	1.00
Deputy City Clerk	117	1.00	1.00	1.00	1.00	1.00
Special Event Coordinator	117	0.00	0.00	0.25	0.25	0.25
Document Imaging Specialist	111	1.00	1.00	1.00	1.00	1.00
Total Full Time Staffing		3.00	3.00	3.25	3.25	3.25

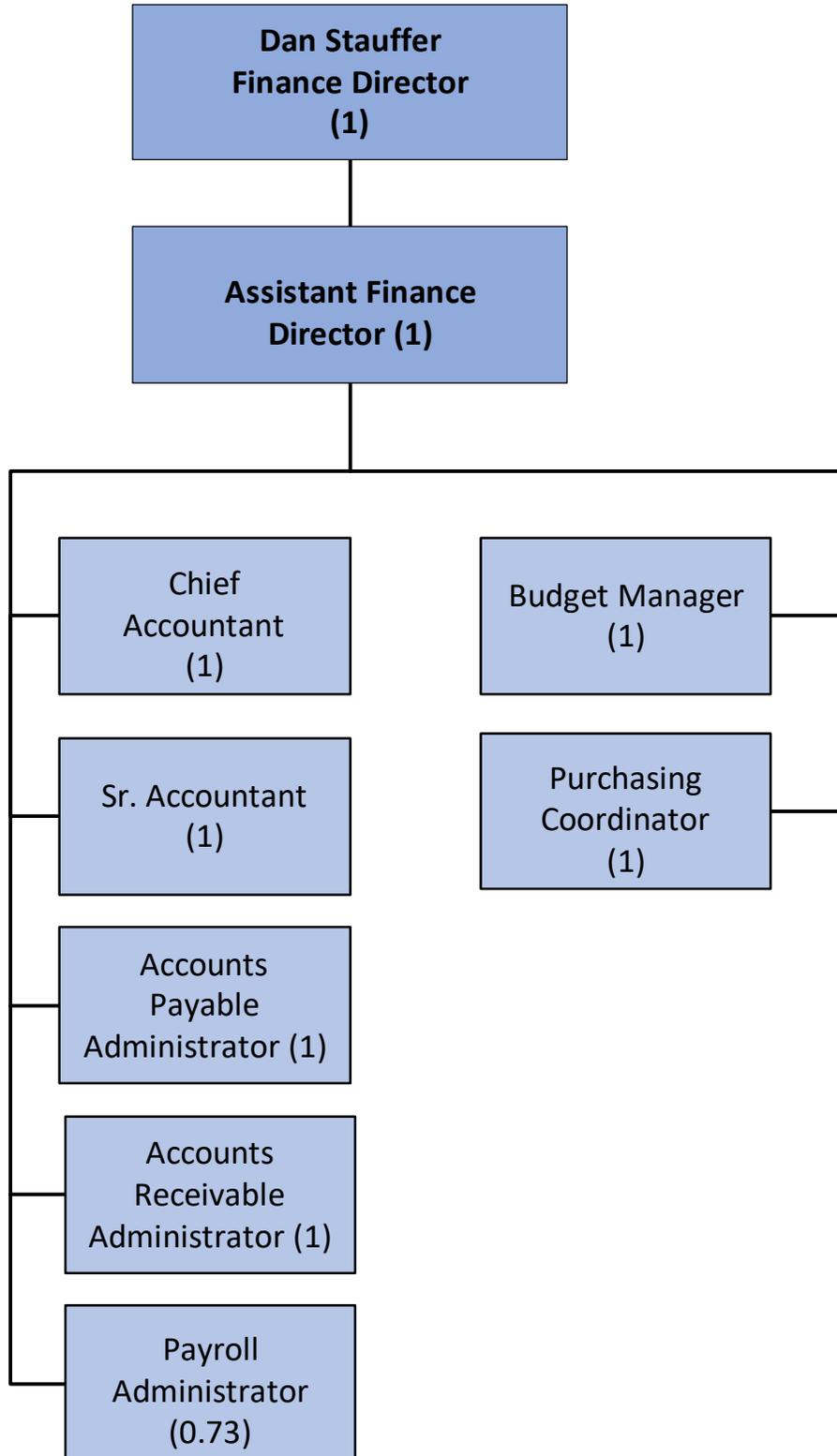
Management Discussion

- ✓ Total expenses increased by 0.21%.
- ✓ Includes funding for:
 - Recording (\$8,000).
 - Destruction (\$2,000).
 - Municipal code updates (\$13,000).
 - Advertising (\$9,000)



FINANCE

Organizational Structure



Description:

The Finance Department is responsible for managing and safeguarding the City's assets, for developing and ensuring compliance with a responsible budget, providing for and obtaining an annual, unmodified ("clean") audit of the City's comprehensive financial management system. The department oversees purchasing, accounts payable and payroll processing, budgetary preparation and compliance, cash and debt management, grants and fixed asset administration, and property rentals.

Mission:

Manage the financial affairs of the City, including accounting, budgeting, financing, purchasing and cash management activities. Safeguard the City's assets through appropriate controls and provide relevant, accurate and timely financial reporting.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of vendor checks issued within 35 days of invoice date	High Value Government	93%	95%	100%
% of credit card/purchasing card dollar volume to total City purchasing dollar volume	High Value Government	11%	12%	15%
% of payroll completed within 6 days of pay period ending date	High Value Government	100%	100%	100%
% of General Fund Unassigned Reserve	High Value Government	16.96%	16.67%	16.67%
General Fund Debt Service Coverage Ratio	High Value Government	6.49	3.71	≥1.5
% of Water and Sewer Unrestricted Reserve	High Value Government	35.89%	25.00%	25.00%
Water & Sewer Revenue Bond Debt Service Coverage Ratio	High Value Government	No Water/Sewer Bonds	No Water/Sewer Bonds	No Water/Sewer Bonds

Fiscal Year 2019 – 2020 Accomplishments

- ✓ Obtained an unmodified ("clean") audit opinion.
- ✓ Received no audit comments during last annual audit.
- ✓ Obtained the GFOA "Certificate of Achievement for Excellence in Financial Reporting."
- ✓ Obtained the GFOA "Distinguished Budget Presentation Award."
- ✓ Continued to maintain undesignated reserves in the General Fund equal to two months or more of operating needs.
- ✓ Continued to maintain undesignated reserves in the Water and Sewer Fund equal to three months or more of operating needs.
- ✓ Awarded contract for new Enterprise Resource Planning System to be implemented in the next 12-15 months.

Action Plan

Fiscal Accountability		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Provide accurate and timely financial reports to the City Commission and City Management.</p> <ul style="list-style-type: none"> • Complete month end closing no later than the 20th of the month following the close of the previous month. • Issue quarterly reports for the 1st, 2nd and 3rd quarter by the second City Commission meeting of the second month following the close of the quarter. • Issue the 4th quarterly report by the second City Commission meeting in December. 	High Value Government
2	Prepare and publish the Annual Audit within 180 days of the end of the fiscal year.	High Value Government
3	Obtain the GFOA's "Certificate of Achievement for Excellence in Financial Reporting"	High Value Government
4	Obtain the GFOA's "Distinguished Budget Presentation Award"	High Value Government
5	<p>Explore opportunities for enhancing revenue base including analysis of future revenues.</p> <ul style="list-style-type: none"> • Continue development of multi-year financial projections/modeling for use in budget development. • Maintain General Fund Unassigned Fund Balance equal to two months of operating needs. • Maintain Water and Sewer Unrestricted Net Position equal to three months of operating needs. • Meet the required debt ratio for all City debt including: <ul style="list-style-type: none"> ○ General Fund bond issues which maintain debt service coverage ratio of 1.50. ○ Water and Sewer bond issues which maintain a revenue bond debt service coverage ratio of 1.10. 	High Value Government
6	Prepare a Popular Annual Finance Report.	High Value Government
7	Maximize investment earnings in accordance with City policy regarding idle funds.	High Value Government
8	<p>Promptly pay City payables in accordance with Florida Statutes 287.133 referencing the Prompt Payment Act and issue pay to employees in accordance with City policy.</p> <ul style="list-style-type: none"> • Process all City payables on a frequency no later than every 35 days. • Process pay to employees within 6 days of the pay period ending date. 	High Value Government
9	Include the "Quarterly Financial Report", "Annual Financial Report", "Annual Budget" and "Popular Annual Financial Report" on the City's website within 30 days of issuance.	High Value Government

Long-Term Goals

- ✓ Continue to provide transparency with financial information.
 - Target Completion: Annually

- Strategic Focus Area: High Value Government and Communication
- ✓ Maintain adequate reserves.
 - Target Completion: Annually
 - Strategic Focus Area: High Value Government and Preparing for the Future/Sustainability
- ✓ Maintain adequate debt service coverage.
 - Target Completion: Annually
 - Strategic Focus Area: High Value Government and Preparing for the Future/Sustainability

Operating Budget Comparison

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 750,632	\$ 755,835	\$ 710,782	\$ 751,383	-0.59%
Operating Expenses	<u>121,569</u>	<u>96,363</u>	<u>74,786</u>	<u>88,218</u>	-8.45%
Total Budget	\$ 872,201	\$ 852,198	\$ 785,568	\$ 839,601	-1.48%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Finance Director	E108	1.00	1.00	1.00	1.00	1.00
Assistant Finance Director	E104	1.00	1.00	1.00	1.00	1.00
Accounting Manager	E102	1.00	1.00	1.00	1.00	0.00
Budget Manager	124	1.00	1.00	1.00	1.00	1.00
Chief Accountant	122	0.00	0.00	0.00	0.00	1.00
Chief Accountant/Payroll Mgr.	122	1.00	1.00	1.00	0.00	0.00
Sr Accountant	120	1.00	1.00	1.00	1.00	1.00
Accounts Payable Admin.	117	1.00	1.00	1.00	1.00	1.00
Accounts Receivable Admin.	117	1.00	1.00	1.00	1.00	1.00
Purchasing Coordinator	117	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		9.00	9.00	9.00	8.00	8.00
Chief Accountant/Payroll Mgr.	122	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		0.00	0.00	0.00	0.73	0.73
Total Staffing		9.00	9.00	9.00	8.73	8.73

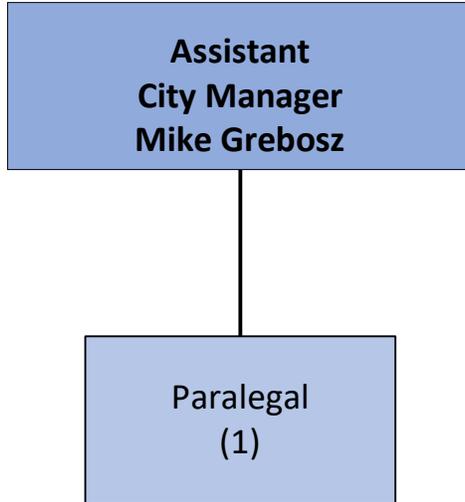
Replaced [1.0] Accounting Manager with [1.0] Chief Accountant.

Management Discussion

- ✓ Total expenses decreased by 1.48%.
- ✓ Operating expenses decreased by 8.45% mainly due to a decrease in Travel (\$6,590) and Training (\$1,385).
- ✓ Includes funding for:
 - Audit (\$23,363).
 - Banking services (\$21,000).



Organizational Structure



Description:

The Legal Services Division is responsible for coordinating all legal matters for the City and to process property and real estate transactions, forfeiture cases, ordinances and resolutions, leases and other legal documents. The contract City Attorney serves as general counsel for the City Commission, and represents and advises the City Commission, City Manager and all City departments in all legal matters affecting the municipal government.

Mission:

Our mission is to deliver courteous, responsive, and cost-effective services to our external and internal customers, while ensuring timely, accurate and effective two-way communication.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
Cost of legal services per capita of city staff	High Value Government	\$839.33	\$655	\$660
% of internal customers satisfied with legal services	High Value Government	96%	98%	100%
# of legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda	High Value Government	263	300	350

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Accomplished all goals within the performance measure target range.

Action Plan

Budget Management

Goals & Objectives		Strategic Plan Area(s)
1	Ensure that services provided by the contract City and Labor Attorneys are provided within budget.	High Value Government
2	Monitor legal expenses on a quarterly basis.	
3	Provide research assistance to the City Attorney.	

Task Management

Goals & Objectives		Strategic Plan Area(s)
1	Ensure that all legal documents are prepared and/or reviewed in a timely and precise manner.	High Value Government
2	Maintain scheduling system for all pending cases and documents.	
3	Coordinate weekly with the contract City Attorney on the status of all pending legal issues to be tracked by the scheduling system and insure proper review of all ordinances, leases, and contracts prior to final preparation of the City Commission agenda.	
4	Draft legal research documents, ordinances, resolutions, contracts, real property instruments, bankruptcy files, correspondence and memoranda.	

Operations Management

Goals & Objectives		Strategic Plan Area(s)
1	Provide the highest level of service by acting as liaison between contract City Attorney and city staff.	High Value Government
2	Plan, manage, and execute the full range of delegated responsibilities on own initiative following established procedures, regulations, and policies.	
3	Use an analytic approach to assess the challenges; and plan a course of action after involved discussions with the contract City Attorney and city staff.	
4	Conduct internal customer satisfaction rating with legal services.	

Long-Term Goals

- ✓ Improve Internal Customer Satisfaction.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government
- ✓ Prepare documents in a timely and precise manner.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government
- ✓ Efficient review of all documents processed through legal department and other departments.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government
- ✓ Ensure that services provided by the contract City and Labor Attorneys are provided within budget.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 70,019	\$ 73,960	\$ 73,960	\$ 74,186	0.31%
Operating Expenses	<u>279,244</u>	<u>239,700</u>	<u>239,650</u>	<u>238,200</u>	-0.63%
Total Budget	\$ 349,263	\$ 313,660	\$ 313,610	\$ 312,386	-0.41%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Legal Assistant/Paralegal	118	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		1.00	1.00	1.00	1.00	1.00

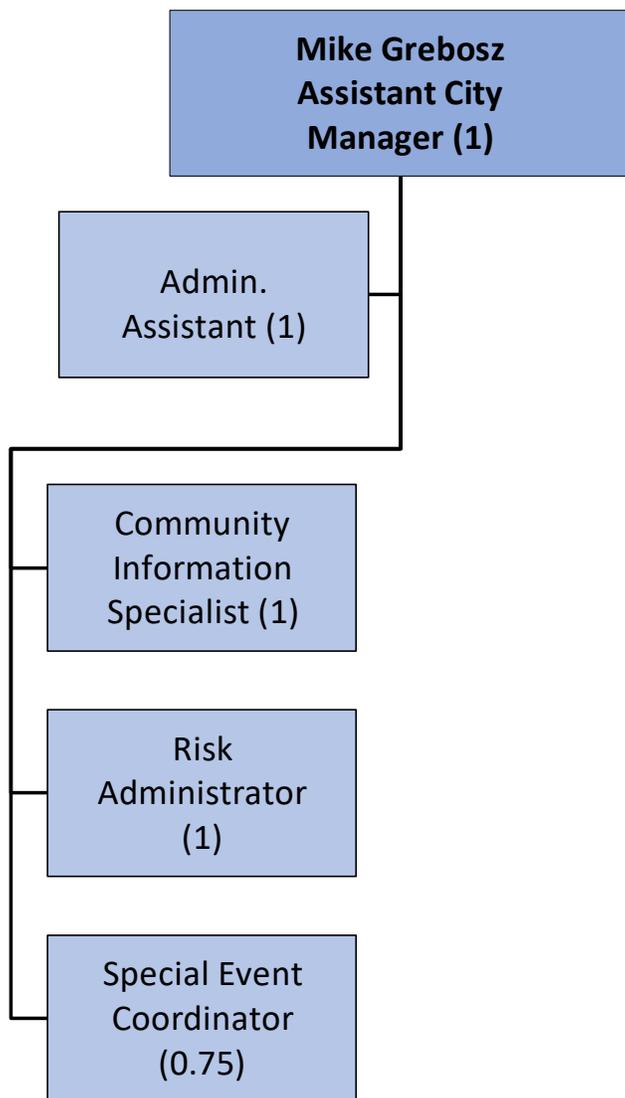
Management Discussion

- ✓ Total expenses decreased by 0.41%.
- ✓ Operating expenses decreased by 0.63%.
- ✓ Includes funding for:
 - City attorney (\$150,000).
 - Labor attorney (\$75,000).
 - Outside counsel for insurance, pension, and other legal services (\$10,000).



ADMINISTRATIVE SERVICES

Organizational Structure



Description:

The Department of Administrative Services is responsible for the City's grant program, legislative program, communication program, special events, special projects, Risk Management, the City's leases, pest control, elevator and janitorial services for City Hall and the Fish Building. Additionally, the Department includes oversight of the City's Human Resource, Information Technology, and Utility Customer Service Departments.

Mission:

To ensure effective and efficient operation of internal services, internal/external communications, special events and special projects.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of earned media	Communication	95%	95%	95%
% change over prior year in online exposure in social media (likes/followers)	Communication	27%	25%	20%
% of citizens satisfied with level of communication about local government	Communication	87%	*N/A <i>Survey conducted every other year</i>	90%
% of employees satisfied with level of communication within local government	Communication	93%	95%	99%
# of event applications processed (non-re-occurring)	High Value Government	40	50	60
% of special event permits issued within 4 days of event	High Value Government	98%	100%	100%
% of event organizers satisfied with City event services	High Value Government	100%	100%	100%
% of lease tenants current with rent and taxes	High Value Government	100%	100%	100%

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Completed administration of the annual DeLand Area School of Government.
- ✓ Completed administration of the annual employee development and mentoring program.
- ✓ Continued annual downtown Hometown Hero Banner Program.
- ✓ Continued to improve information and layout of the city website.
- ✓ Launched a city Instagram account.
- ✓ Event application process is now completely electronic.
- ✓ Provided staff support to Art, Culture and Entertainment District (ACED), which helps fund and provide input on public art.

Action Plan

Special Event Administration

Goals & Objectives		Strategic Plan Area(s)
1	To effectively coordinate all special event applications to ensure consistency with the City's special event policy. <ul style="list-style-type: none"> • Conduct post event surveys to see business satisfaction with City events. • Maintain a list of special event fee waivers to be included in the annual budget process. 	Sense of Community & High Value Government

Performance & Lease Management		
Goals & Objectives		Strategic Plan Area(s)
1	Maintain City wide performance metrics system to ensure efficiency and effectiveness organization wide. <ul style="list-style-type: none"> Collect and analyze data on a quarterly basis 	High Value Government
2	Oversee lease management process to ensure no leases are in arrears. <ul style="list-style-type: none"> Review property tax payments monthly to ensure 100% of property taxes for City owned leased property are collected by the County of Volusia by April 15th. Review rent payments monthly to ensure that 100% of tenants are no more than 60 days in arrears. Ensure that supervisory/management action is taken for the lease issues not resolved by 90 days. 	High Value Government

Outreach & Communications		
Goals & Objectives		Strategic Plan Area(s)
1	Continue to implement the City's Strategic Communications Plan. <ul style="list-style-type: none"> Provide effective communication through diverse media types to maximize the opportunities to keep citizens and employees informed and engaged. Develop weekly social media posts to keep citizens informed about current events, activities and programs. Increase the number of social media interactions from prior year by September 30th. Develop and disseminate an electronic citizen and employee newsletter quarterly. By September 30th, conduct a survey to determine employee satisfaction with internal services. Connect with the media about important issues pertaining to the city. Maintain an updated Crisis Communications Plan. 	Communications
2	Develop and ensure programs emphasizing personal interaction with employees and citizens. <ul style="list-style-type: none"> Complete School of Government Program by the end of the 3rd quarter. Complete Employee Development and Mentoring Program by the end of the 2nd quarter. Maintain interaction with educational institutions and service groups throughout the year. 	Communications
3	Develop and communicate annual legislative program emphasizing matters of importance to the City. <ul style="list-style-type: none"> Complete Legislative Agenda by the end of the 1st quarter. Promptly respond to proposed bills during the legislative session. 	Communications

Long-Term Goals

- ✓ Implement an enhanced automated performance management data system.
 - Target Completion: FY 2022-2023
 - Strategic Focus Area: High Value Government
- ✓ Provide support services for a public art group (ACED) that will assist with funding public art.
 - Target Completion: Continuous
 - Strategic Focus Area: High Value Government
- ✓ Look to implement additional public outreach tools

- Target Completion: Continuous
- Strategic Focus Area: High Value Government
- ✓ Using GIS, create a city leaseholder and city owned property layer to make the lease process more efficient.
 - Target Completion: FY 2022-2023
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY		2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services		\$ 693,821	\$ 582,636	\$ 572,636	\$ 554,958	-4.75%
Operating Expenses		<u>764,465</u>	<u>756,284</u>	<u>755,814</u>	<u>829,875</u>	9.73%
Total Budget		\$1,458,286	\$1,338,920	\$1,328,450	\$1,384,833	3.43%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Assistant City Manager	E111	1.00	1.00	1.00	1.00	1.00
Comm. Information Specialist	121	1.00	1.00	1.00	1.00	1.00
Risk/Liability Specialist	119	1.00	1.00	1.00	1.00	1.00
Special Event Coordinator	117	0.00	0.00	0.75	0.75	0.75
Administrative Assistant IV	112	0.00	0.00	0.00	1.00	1.00
Administrative Assistant III	111	1.00	1.00	1.00	0.00	0.00
Spring Hill Center Director	115	1.00	1.00	1.00	0.00	0.00
Spring Hill Center Admin Asst I	107	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		6.00	6.00	6.75	4.75	4.75
Special Event Coordinator	115	0.00	0.50	0.00	0.00	0.00
Interns	N/A	<u>0.90</u>	<u>0.90</u>	<u>0.90</u>	<u>0.90</u>	<u>0.00</u>
Total Part Time Staffing		0.90	1.40	0.90	0.90	0.00
Total Staffing		6.90	7.40	7.65	5.65	4.75

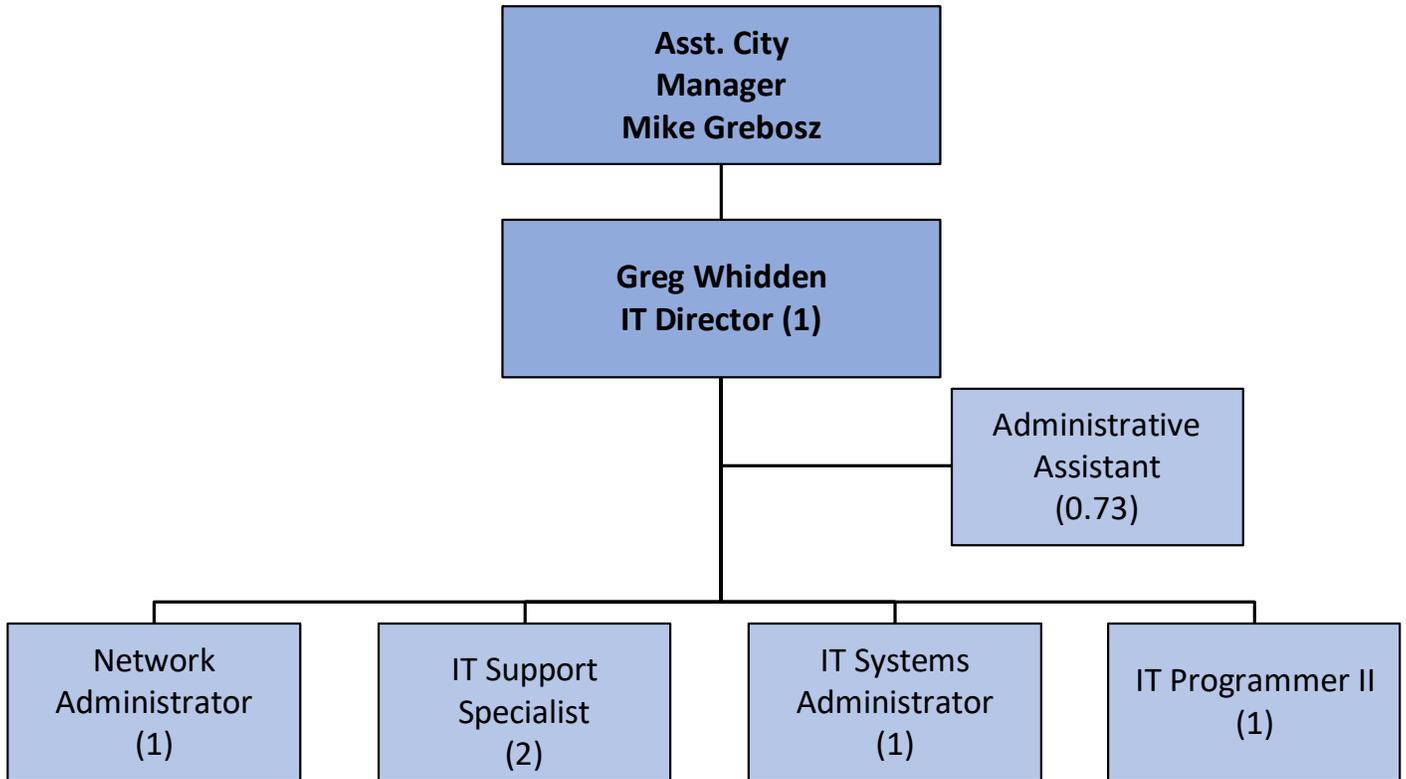
Intern positions [0.9] were frozen.

Management Discussion

- ✓ Total expenses increased by 3.43%.
- ✓ Personal Services decreased by 4.75%.
- ✓ Operating expenses increased by 9.73% mainly due to increase in insurance (\$68,794).
- ✓ Includes funding for:
 - Grant consultant (\$69,600).
 - Chamber – Government Academy (\$3,000).
 - Various insurance including commercial liability and property insurance (\$495,331).



Organizational Structure



Description:

The Information Technology Department is to provide the central technology infrastructure and services necessary for the City of DeLand to achieve its goal of communicating with employees and citizens through technology. Information Technology goals and solutions are driven by the City of DeLand's Strategic Plan, business requirements and new technology.

Mission:

To provide the technology infrastructure and support to the City of DeLand in order to deliver efficient and effective services to residents and businesses.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of downtime for city network	High Value Government	0%	<1%	<1%
% of downtime for specialty software systems	High Value Government	<1%	<3%	<3%
% of downtime for internet	High Value Government	<1%	<1%	<1%
% of help desk requests resolved within service level agreement	High Value Government	78%	80%	85%
Total IT expenditures per workstation	High Value Government	\$2,931	\$3,045	\$2,700
% of users satisfied with IT services	High Value Government	97%	90%	90%

Fiscal Year 2019 – 2020 Accomplishments

- ✓ PC rotation for Police Department.
- ✓ Implement Digital Plan Review Software.
- ✓ Upgrade VOIP Phone System.
- ✓ Implemented Citywide Cybersecurity Training
- ✓ Implemented Multi-Factor Authentication for VPN users
- ✓ Created Virtual Commission Meeting
- ✓ Upgrade Wifi Access Points
- ✓ Upgrade Door Access Security
- ✓ Implement Recurring Credit Card Payments
- ✓ Upgrade Cityworks to Enterprise Version

Action Plan

Enhanced Service Delivery		
	Goals & Objectives	Strategic Plan Area(s)
1	Plan and deliver integrated information services to enable customers to access the information they need. <ul style="list-style-type: none"> • Perform annual PC Replacement. • Install UB payment kiosk (with new ERP system). 	High Value Government

Growth		
Goals & Objectives		Strategic Plan Area(s)
1	Leverage existing, emerging, and innovative technologies to enhance, improve and streamline business processes. <ul style="list-style-type: none"> • Implement new ERP system. • Upgrade Agenda Mgmt System to be ADA compliant • Integrate major applications 	High Value Government & Communication

Security		
Goals & Objectives		Strategic Plan Area(s)
1	Protect and preserve city required information. <ul style="list-style-type: none"> • Continue with cyber threat awareness training (ongoing). • Expand backup repository • Implement offsite Disaster Recovery 	High Value Government & Communication

Long-Term Goals

- ✓ Interface all major Applications.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: High Value Government
- ✓ Create an out of city DR site.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 525,897	\$ 542,473	\$ 536,992	\$ 535,393	-1.31%
Operating Expenses	<u>1,005,280</u>	<u>1,368,974</u>	<u>1,523,449</u>	<u>1,525,116</u>	11.41%
Total Budget	\$1,531,177	\$1,911,447	\$2,060,441	\$2,060,509	7.80%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Information Technology Director	E108	1.00	1.00	1.00	1.00	1.00
IT Programmer II	121	0.00	0.00	0.00	0.00	1.00
IT Systems Administrator	121	1.00	1.00	1.00	1.00	1.00
IT Programmer/Analyst	120	1.00	1.00	1.00	1.00	0.00
IT Network Administrator	120	1.00	1.00	1.00	1.00	1.00
IT Specialist	116	<u>1.00</u>	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		5.00	5.00	6.00	6.00	6.00

Administrative Assistant	107	<u>0.00</u>	<u>0.23</u>	<u>0.23</u>	<u>0.73</u>	<u>0.73</u>
Total Part Time Staffing		0.00	0.23	0.23	0.73	0.73
Total Staffing		5.00	5.23	6.23	6.73	6.73

Promoted [1.0] IT Programmer/Analyst to [1.0] IT Programmer II.

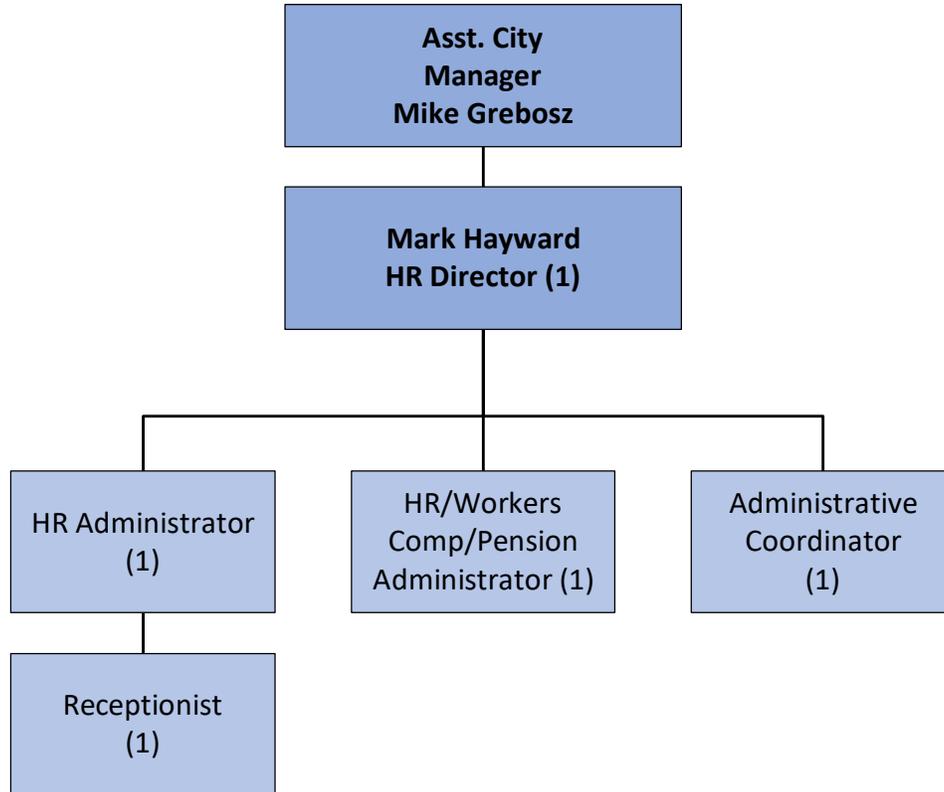
Management Discussion

- ✓ Total expenses increased by 7.80%.
- ✓ Operating expenses increased by 11.41% mainly due to additional services: BS&A (\$40,380), City Hall Entry Door Repair maintenance (\$35,220), Novatime (\$31,694), and Open Counter (\$29,925).
- ✓ Includes funding for:
 - Agenda management (\$30,000).
 - Axon video storage subscription (\$86,852).
 - BS&A annual maintenance (\$40,380)
 - Cityworks work order system (\$60,000).
 - Accela Land Management (\$99,000).
 - Accela annual support (\$91,500).
 - ArcView Enterprise annual license (\$36,000).
 - IVR maintenance (\$109,200).
 - Novatime (\$31,694)
 - Open Counter (\$29,925)
 - Plan review software maintenance (\$16,000).
 - Security camera up keep/repair (\$30,000).
 - Pure storage support (\$28,000).
 - Wireless aircards (\$91,200).
 - PC Rotation (\$160,000).



HUMAN RESOURCES

Organizational Structure



Description:

The Human Resources Division is responsible for developing a highly qualified, productive and responsive workforce equipped with the knowledge, skills and abilities necessary to meet and adapt to present and future City needs.

Mission:

The Human Resources Department recruits, develops and retains a high performing and diverse workforce and fosters a healthy, safe, and productive work environment for employees, their families, departments, and the public in order to maximize individual and organizational potential.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% applicants sent to department head within 30 calendar days of the close of the vacancy advertisement	High Value Government	100%	100%	100%
Average days to fill open positions (Entry Level/Upper Level)	High Value Government	35	30	25
Employee rating on quality and timeliness of services provided by the health clinic	High Value Government	83%	95%	95%
% change in cost of health insurance	High Value Government	5%	5%	3.5
% appointment capacity utilized in health clinic	High Value Government	84%	100%	100%
# of new hire orientation sessions	High Value Government	12	12	12
# of new hire employees who have successfully completed first year of employment	High Value Government	117	125	100

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Successfully completed employee training for supervisors 2 classes
- ✓ Attained two collective bargaining unit agreements with the Police and Fire unions
- ✓ Re-worked the new hire orientation process for efficiency
- ✓ Streamlined the hiring process
- ✓ Developed and implemented two City Wide policies: Nepotism and Drug and Alcohol.

Action Plan

Health & Benefit Management

Goals & Objectives		Strategic Plan Area(s)
1	Provide employees an affordable and attractive benefit package.	High Value Government
2	Maintain the City health clinic.	High Value Government

Health & Benefit Management

Goals & Objectives		Strategic Plan Area(s)
3	<p>To provide open enrollment and orientation sessions to give employees the opportunity to make informed decisions about their benefits.</p> <ul style="list-style-type: none"> • To provide a City employee orientation program at least once monthly that provides new hires with the opportunity to learn about employee benefits. • To provide open enrollment benefit sessions in August for all employees. • Work with the City health clinic to make sure the employees for health care needs are met. • Work with clinic staff to develop and implement wellness initiatives. 	Communication

Retain Employees

Goals & Objectives		Strategic Plan Area(s)
1	<p>Retain motivated, highly productive, customer service driven individuals by providing:</p> <ul style="list-style-type: none"> • A supportive work environment. • Fair and competitive wage and benefits. • Training and development that will encourage professional growth and opportunity. 	High Value Government
2	<p>To develop a training curriculum that addresses the employee training needs.</p> <ul style="list-style-type: none"> • Assist department heads with the training requirements or employees and needs for certifications. 	High Value Government
3	<p>Develop and implement an employee orientation program to orient new employees to all City departments.</p> <ul style="list-style-type: none"> • Assist department heads with the training requirements for employees. 	High Value Government & Communication

Performance Evaluation

Goals & Objectives		Strategic Plan Area(s)
1	<p>Facilitate completion of annual performance evaluations for all City employees.</p> <ul style="list-style-type: none"> • Work with department heads to ensure all annual performance evaluations are completed by August 2021. 	High Value Government

Long-Term Goals

- ✓ Successfully planning to complete two CBAs for the Public Safety unions.
 - Target Completion: Unknown at this time
 - Strategic Focus Area: N/A
- ✓ Continue to recruit quality employees for our work force.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government
- ✓ Retention of current employees work base with enhanced employee benefits.
 - Target Completion: Ongoing with competitive salaries and benefits
 - Strategic Focus Area: High Value Government

- ✓ Provide training for employee development via training skills programs.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government
- ✓ Continue to plan and develop proactive benefits package for employees.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government
- ✓ Begin Charter directed pay plan for FY2020-2021
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET SUMMARY		2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services		\$ 395,468	\$ 405,097	\$ 442,056	\$ 389,701	-3.80%
Operating Expenses		<u>120,912</u>	<u>132,615</u>	<u>114,750</u>	<u>120,000</u>	-9.51%
Total Budget		\$ 516,380	\$ 537,712	\$ 556,806	\$ 509,701	-5.21%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Human Resources Director	E107	1.00	1.00	1.00	1.00	1.00
HR/WC/Pension Administrator	119	1.00	1.00	1.00	1.00	1.00
HR Administrator	119	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time Staffing		3.00	3.00	3.00	4.00	4.00
Administrative Coordinator	114	0.00	0.73	0.73	0.00	0.00
Receptionist	N/A	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.00	1.73	1.73	1.00	1.00
Total Staffing		4.00	4.73	4.73	5.00	5.00

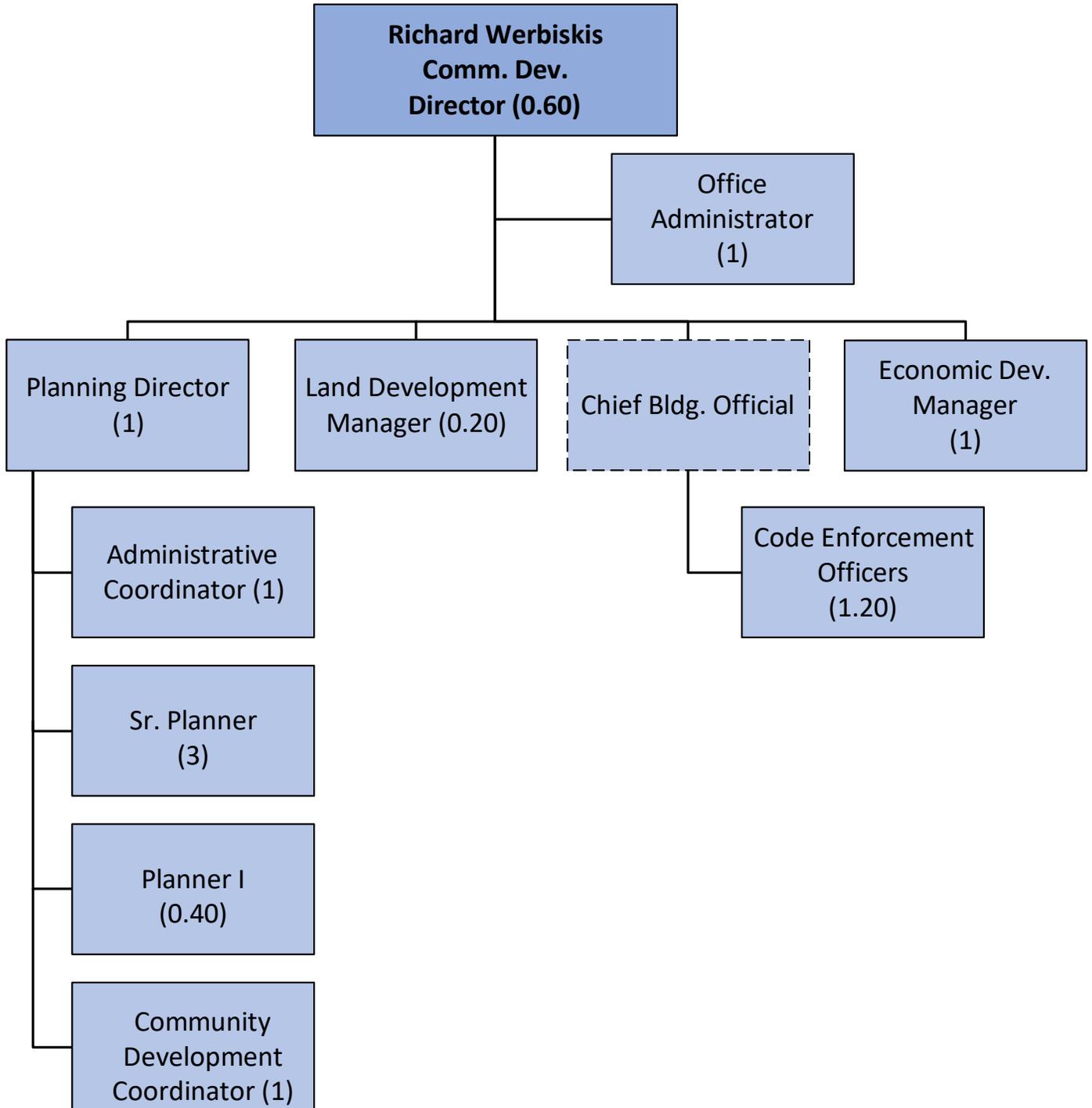
Management Discussion

- ✓ Total expenses decreased by 5.21%.
- ✓ Total Personal Services decreased by 3.80%.
- ✓ Operating expenses decreased by 9.51% mainly due to decreases in employee training and tuition reimbursement.
- ✓ Includes funding for:
 - Employee Assistant Program (\$6,700).
 - Pre-employment background processing (\$15,000).
 - Psychological evaluation (\$6,000).
 - Tuition reimbursement (\$25,000).
 - Holiday Gift Cards (\$21,000).



COMMUNITY DEVELOPMENT

Organizational Structure



Description:

The Community Development Department is comprised of four divisions: Administration and Economic Development Division, Planning Division, Licenses and Enforcement Division and Permits and Inspections (funded independently). The **Administration and Economic Development Division** provides administrative support to planning, building inspection and other department programs. It also provides support for airport property leasing, business recruitment/retention and downtown redevelopment. The **Planning Division** is responsible for preparing and updating the Comprehensive Plan and manages rezoning requests, development review and annexations. The **Licenses and Enforcement Division** is responsible for administering Code Enforcement programs.

Mission:

The goal of the Community Development department is to improve the environment and quality of life in DeLand by establishing and implementing quality standards for new development, encouraging maintenance, preservation and reinvestment and promoting a growing and diverse economy.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of customers satisfied with quality and timeliness of services provided	High Value Government	89%	90%	90%
% change in number of new business openings from previous year	High Value Government	-3%	5%	10%
Storefront occupancy rate in downtown area	Regional High Value Job Creation	98%	98%	98%
Number of business contacts conducted	Regional High Value Job Creation	146	120	125
% change in the value of new commercial development from previous year	Regional High Value Job Creation	0.79%	1%	1.5%
% of proactive code enforcement cases initiated	High Value Government	42%	45%	55%
Average number of days from code case initiation to voluntary compliance	High Value Government	19	25	25
Average number of days from code case initiation to involuntary compliance	High Value Government	44	70	70
% of code violations resolved voluntarily	High Value Government	60%	60%	65%

Fiscal Year 2019 – 2020 Accomplishments

Administration and Economic Development

- ✓ Enhanced staff efficiency and departmental and inter-departmental communication and coordination.
- ✓ Implementation of Accela Civic Platform, ePermitHub and OpenCounter software solutions.
- ✓ Improved customer service and managed a customer service survey.
- ✓ Closed on multiple leases within the airport business park.
- ✓ Coordinated the implementation of wireless internet service provider in the area of the airport.
- ✓ Successfully managed and closed out 3 CRA grants and 2 Gateway grants.
- ✓ Managed multiple CDBG projects.

Planning

- ✓ Completed public engagement program for the update of DeLand 2050 Vision plan.
- ✓ LDR's amended to address:
 - Initiated revisions to sign regulations.
 - Revised regulations that involve subdivisions and enforce resolution for subdivisions with small lots.
- ✓ Initiated the Comprehensive Plan update for 2030 and the 2050 Vision plans.
- ✓ Guided the redevelopment of three prominent vacant buildings located within our Gateway Districts.

Licenses & Enforcement

- ✓ Enhanced the Business Tax Receipt process to reduce processing time and increase compliance.
- ✓ Increased educational outreach and proactive Code Enforcement efforts.
- ✓ Increased voluntary compliance of opened cases through education.
- ✓ Utilized the Special Magistrate process to document repeat offenders and improve timely enforcement.
- ✓ Implemented use of the International Property Maintenance Code to enhance effective enforcement.

Action Plan

Administration & Economic Development

Goals & Objectives	Strategic Plan Area(s)
<p>Develop strategies to attract, retain and expand businesses/industries to ensure a sound local economy which attracts investment, increases the tax base, creates employment opportunities and generates public revenues.</p> <ul style="list-style-type: none"> • Increase the number of new proactive/self-initiated contacts with potential private sector investors over prior year. • Increase the number new proactive/self-initiated contacts with existing business owners. • Close at least one major re-location investment deal annually. • Identify, actively recruit and bring to project completion a minimum of five (5) façade and gateway grants by fiscal year end. • Recruit at least one new business to the Spring Hill CRA by fiscal year end. • Increase number of retention activities with the Chamber maximizing the number of annual contacts with businesses. 	<p>Regional High Value Job Creation</p>

Planning

Goals & Objectives	Strategic Plan Area(s)
<p>Develop, maintain and update quality and timely plans, systems, facilities, and services necessary to accommodate growth and development to protect the public interest, critical resources and private property rights.</p> <ul style="list-style-type: none"> • Prepare and disseminate and post to website within four days of meeting agenda/minutes. • Complete first review of Plans submittals within 14 days. • Complete all reviews requiring administrative review within 90 days. 	<p>High Value Government & Institute Smart Growth & Preparing for the Future & Preserving "Sense of Community"</p>

Licensing and Enforcement

Goals & Objectives	Strategic Plan Area(s)
<p>Maintain a clean and safe environment by providing diligent proactive code enforcement.</p> <ul style="list-style-type: none"> • Inspect and respond to all code enforcement complaints within 24 hours. • Increase the number of proactive cases reviewed to a minimum of 50% of total cases. • Maximize the number of cases brought into voluntary compliance. • Resolve 100% of all abandoned/vacated properties through lot abatement and/or other means. • Continue to implement new code enforcement processes. 	<p>Creating a Connected Community & High Value Government</p>

Long-Term Goals

Administration and Economic Development

- ✓ Update departmental fees.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government
- ✓ Enhanced public outreach, education and use of social media regarding the importance of sound planning and economic development toward the stability and vitality of the community.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government, Communication
- ✓ Enhanced marketing and promotion of aviation-based economic development.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Promote sustainable design, development and construction practices.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: Regional High Value Job Creation, Smart Growth, Sense of Community, Connected Community
- ✓ Enhanced GIS functionality to improve the decision-making capability of the department.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: High Value Government
- ✓ Undertake an economic development-based market study within our utility service area.
 - Target Completion: FY2022-2023
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increased local funding for economic incentives.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: Regional High Value Job Creation

Planning

- ✓ Update of the Comprehensive Plan for 2030, utilizing 2050 Vision update. Revising LDR's to implement 2050 Vision.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: High Value Government, Regional High Value Job Creation, Sense of Community
- ✓ Initiation of multi-modal land use districts to move toward multi-modal approach to transportation. Depending on commission direction on mobility fee, this goal could change. Also determine if mixed use projects should be encouraged as a first step
 - Target Completion: FY2021-2022
 - Strategic Focus Area: Smart Growth Principals, Connected Community, Sense of Community
- ✓ Continue Planner I training to allow Senior Planners to undertake long-range growth, transportation and specialized studies coordinated with Public Services and Parks and Recreation.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government
- ✓ Initiate update and recodification of the Land Development Regulations, with or without mobility..
 - Target Completion: FY2022-2023
 - Strategic Focus Area: High Value Government, Regional High Value Job Creation

Licenses and Enforcement

- ✓ Enhanced education and public outreach.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government, Communication
- ✓ One additional Code Officer to increase proactive enforcement of the International Property Maintenance Code.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Implementation of a rental registration and inspection program.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation of a vacant property registration program.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: Maintaining a Safe Community

Operating Budget Comparison

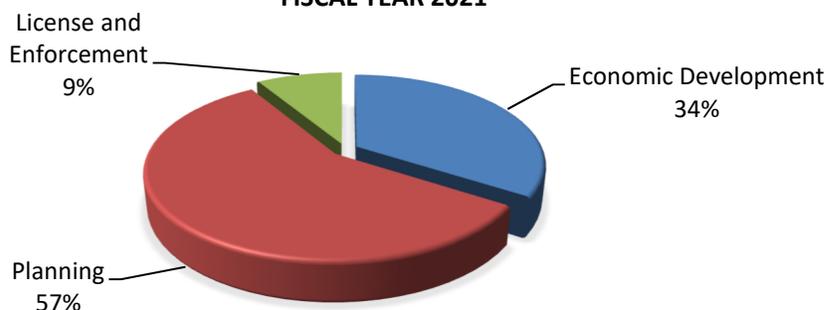
Total Community Development Operating Budget Comparison

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 882,959	\$ 861,153	\$ 861,153	\$ 871,595	1.21%
Operating Expenses	153,885	166,997	172,145	124,722	-25.31%
Grants & Aid	<u>6,000</u>	<u>22,500</u>	<u>20,000</u>	<u>20,000</u>	-11.11%
Total Budget	\$1,042,844	\$1,050,650	\$1,053,298	\$1,016,317	-3.27%

DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Economic Development	\$ 321,878	\$ 347,148	\$ 342,436	\$ 346,055	-0.31%
Planning	567,407	577,476	614,876	581,258	0.65%
License and Enforcement	<u>153,559</u>	<u>126,026</u>	<u>95,986</u>	<u>89,004</u>	-29.38%
Total Budget	\$1,042,844	\$1,050,650	\$1,053,298	\$1,016,317	-3.27%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Economic Development	2.65	2.65	2.65	2.60	2.60
Planning	6.25	6.25	6.25	6.65	6.60
License and Enforcement	<u>2.65</u>	<u>2.55</u>	<u>2.55</u>	<u>1.20</u>	<u>1.20</u>
Total Staffing	11.55	11.45	11.45	10.45	10.40

**COMMUNITY DEVELOPMENT EXPENDITURE SUMMARY
FISCAL YEAR 2021**



Economic Development Administration

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 248,442	\$ 255,005	\$ 255,005	\$ 257,930	1.15%
Operating Expenses	67,436	69,643	67,431	68,125	-2.18%
Grants & Aid	<u>6,000</u>	<u>22,500</u>	<u>20,000</u>	<u>20,000</u>	-11.11%
Total Budget	\$ 321,878	\$ 347,148	\$ 342,436	\$ 346,055	-0.31%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Comm. Development Dir. (also Fund 480)	E108	0.65	0.65	0.65	0.60	0.60
Economic Dev Manager	E102	1.00	1.00	1.00	1.00	1.00
Office Administrator	117	0.00	0.00	0.00	1.00	1.00
Admin Coordinator	115	1.00	1.00	1.00	0.00	0.00
Total Full Time Staffing		2.65	2.65	2.65	2.60	2.60

Planning

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 522,831	\$ 543,121	\$ 543,121	\$ 554,233	2.05%
Operating Expenses	<u>44,576</u>	<u>34,355</u>	<u>71,755</u>	<u>27,025</u>	-21.34%
Total Budget	\$ 567,407	\$ 577,476	\$ 614,876	\$ 581,258	0.65%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Planning Director	E107	1.00	1.00	1.00	1.00	1.00
Senior Planner	124	2.00	3.00	3.00	3.00	3.00
Land Develop. Mgr. (also Fund 480)	124	0.25	0.25	0.25	0.25	0.20
Planner I	119	1.00	0.00	0.00	0.00	0.00
Community Development Coordinator	118	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	1.00	1.00	1.00	1.00	1.00
Planner I	119	0.00	0.00	0.00	0.00	0.40
Planning Technician (also Fund 480)	114	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.40</u>	<u>0.00</u>
Total Full Time Staffing		6.25	6.25	6.25	6.65	6.60

Reduced Land Development Manager from [0.25] to [0.20]. Reclassified [0.4] Planning Technician to [0.4] Planner I.

Licenses & Enforcement

		2018-19	2019-20	2019-20	2020-21	% Change
BUDGET SUMMARY		ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2019-20
Personal Services		\$ 111,686	\$ 63,027	\$ 63,027	\$ 59,432	-5.70%
Operating Expenses		<u>41,873</u>	<u>62,999</u>	<u>32,959</u>	<u>29,572</u>	-53.06%
Total Budget		\$ 153,559	\$ 126,026	\$ 95,986	\$ 89,004	-29.38%

		PAY	2016-17	2017-18	2018-19	2019-20	2020-21
STAFFING		GRADE	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Chief Building Official	B105		0.25	0.00	0.00	0.00	0.00
Code Enforcement Officer (also Fund 480)	115		2.00	1.70	1.70	1.20	1.20
Planning Technician (also Fund 480)	114		0.00	0.40	0.40	0.00	0.00
Permit Clerk (also Fund 480)	109		<u>0.40</u>	<u>0.40</u>	<u>0.40</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing			2.65	2.50	2.50	1.20	1.20
Permit Clerk (also Fund 480)	N/A		<u>0.00</u>	<u>0.05</u>	<u>0.05</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing			0.00	0.05	0.05	0.00	0.00
Total Staffing			2.65	2.55	2.55	1.20	1.20

Management Discussion

- ✓ Total expenses decreased by 3.27%
- ✓ Operating expenses decreased by 25.31% mainly due to a reduction in condemnations (reduced \$25,000) and architectural services (reduced \$6,000).
- ✓ Includes funding for:
 - Business retention with DeLand Chamber of Commerce (\$22,500).
 - TVEDC (AKA Team Volusia) executive membership (\$25,000).
 - Business improvement grants (\$20,000).
 - Architectural services (\$9,000).
 - Code Board magistrate (\$10,000).
 - Code violation lot maintenance (\$10,000).

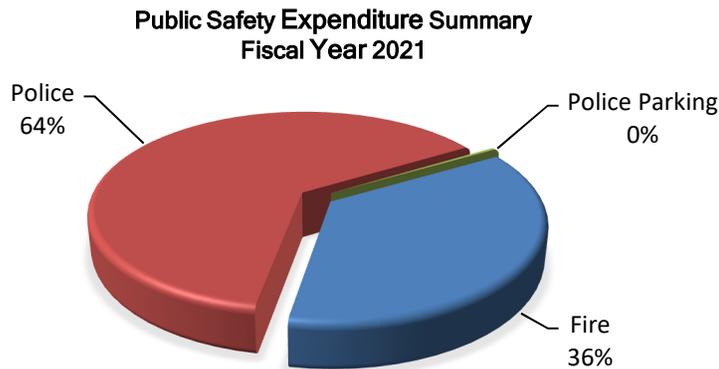
PUBLIC SAFETY

Total Expenditure Summary

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$12,424,938	\$13,284,335	\$13,231,562	\$13,399,771	0.87%
Operating Expenses	<u>1,685,548</u>	<u>1,470,575</u>	<u>1,557,284</u>	<u>1,526,497</u>	3.80%
Total Budget	\$14,110,486	\$14,754,910	\$14,788,846	\$14,926,268	1.16%

DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Fire	\$ 5,060,943	\$ 5,331,713	\$ 5,582,240	\$ 5,396,127	1.21%
Police	9,002,145	9,375,419	9,160,315	9,482,119	1.14%
Police Parking	<u>47,398</u>	<u>47,778</u>	<u>46,291</u>	<u>48,022</u>	0.51%
Total Budget	\$14,110,486	\$14,754,910	\$14,788,846	\$14,926,268	1.16%

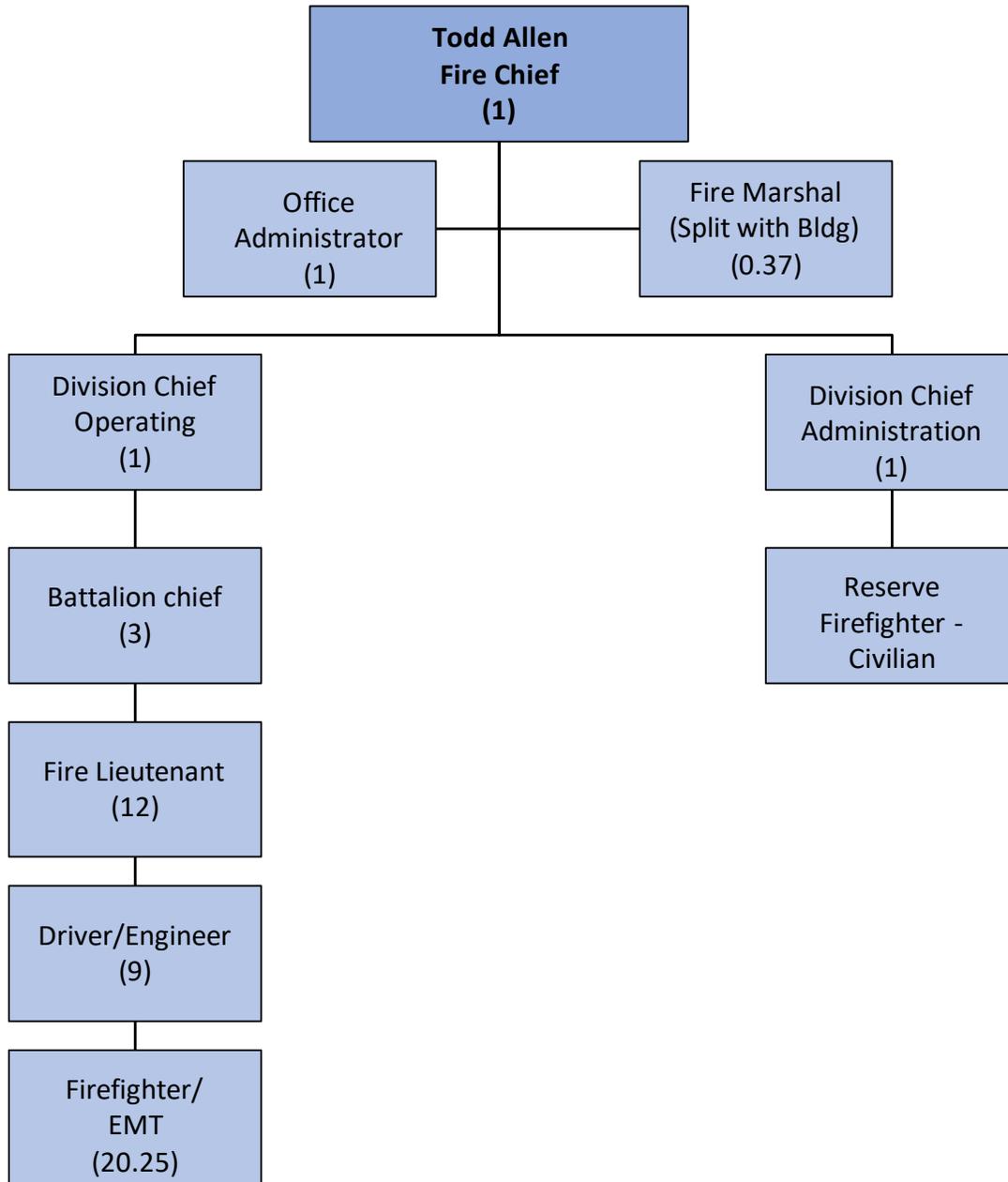
STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Fire	47.23	47.23	47.23	49.48	48.62
Police	90.05	90.05	93.55	95.22	95.78
Police Parking	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	138.28	138.28	141.78	145.70	145.40





FIRE

Organizational Structure



Description:

The DeLand Fire Department will provide the citizens of our community, as well as our visitors with all of the professional services that are delivered by a current and modern Fire Department. These services include, **Public Education** for safety awareness and fire prevention, a robust **Fire Inspection & Plan Review** service, **Emergency Preparedness** for natural disasters as well as man-made emergencies, and when our community experiences an emergency we will provide a rapid response to all calls for service with properly staffed, highly skilled and technically trained professional fire fighters for **Fire Suppression, Emergency Medical Services** and **Special Operations**. Our community can rest assured that the City of DeLand has an all hazards Fire Department protecting them 24 hours a day / 7 days a week / every day of the year. This service will be performed in an economical and efficient manner mindful of the financial impact upon tax payers. We provide this service with P.R.I.D.E. because **WE CARE** about the quality of life and welfare of the people we serve.

Mission:

It is the Mission of the DeLand Fire Department to provide our citizens and visitors with the highest level of life, safety and property protection achievable.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
Company fire inspections conducted at a rate of 135 per quarter	Maintaining a Safe Community	91	500	850
# of personal public education/safety contacts <i>*(Count process was modified)</i>	Maintaining a Safe Community	1,546*	600	650
# of smoke detector assists or installs	Maintaining a Safe Community	36	46	80
# of structure fire responses with 1st arrival unit: 6 minutes or less (turnout & response)	Maintaining a Safe Community	107	87	93
# of quarterly emergency medical responses with 1st arrival unit: 5 minutes or less (turnout & response)	Maintaining a Safe Community	3,049	3,800	3,900
% of structure fire contained to room of origin	Maintaining a Safe Community	40%	50%	50%
% change in auto aid responses by City Fire Department into other jurisdictions over prior year	Maintaining a Safe Community	11%	13%	13%
# of responses – all call types	Maintaining a Safe Community	7,077	7,300	7,500
Cost per call dispatched	High Value Government	\$785	\$530	\$540
Cost per capita for fire department operations	High Value Government	\$154	\$140	\$150
% of total available time involving emergency activities	Maintaining a Safe Community	20%	30%	30%
Citizen satisfaction rate with City Fire Services	High Value Government	93%	N/A <i>Survey conducted every other year</i>	95%

Fiscal Year 2019 – 2020 Accomplishments

- ✓ Total Training Hours: 12,144 Total Training Hours completed for FY19-20 (Approximately 3,035 per quarter).
- ✓ Began higher level of Engine Company based commercial fire inspections: Will complete 500 safety inspections
- ✓ Fire Marshal reorganization, with new methodology to ensure business friendly approach.
- ✓ Total Public Contacts (PR): 1,546 all ages.
- ✓ West Volusia TRT Agreement: Signed agreement with OCFD and Deltona FD to provide shared TRT service to West Volusia
- ✓ Capital: New Engine delivery in December 2019 and was placed in service January 2020.

Emergency Preparedness & Response

Goals & Objectives		Strategic Plan Area(s)
1	<p>Provide for safety and welfare of the public by responding to all emergency fire and medical calls within the National Fire Protection Association 1710 standards.</p> <ul style="list-style-type: none"> • Respond to emergency fire calls for service within 5-9 minutes. • Respond to emergency medical calls for service within 5 minutes. • Meet National Fire Protection Association 1710 for incident staffing. 	Maintaining a Safe Community
2	<p>Provide training for personnel to meet growing demands of the City and Fire Department.</p> <ul style="list-style-type: none"> • Ensure executive officers maintain and develop new professional qualifications for executive leadership and management. • Ensure firefighters/fire officers receive specialized training in response and mitigation of incidents recognized as within the department's scope of service. 	Maintaining a Safe Community
3	<p>Conduct and complete pre-incident plans for high hazard locations and/or tactical surveys for high life safety locations.</p> <ul style="list-style-type: none"> • New or update a minimum of 12 pre-plans and 12 tactical surveys. 	Maintaining a Safe Community
4	<p>Enhance shared response with neighboring jurisdictions to best utilize interagency resources.</p> <ul style="list-style-type: none"> • Maintain agreements with Volusia County – Orange City and Deltona. 	Maintaining a Safe Community
5	<p>Hazardous Materials Response (Hazmat) and Technical Rescue Response (TRT) improvement. Utilization of departmental technicians to improve high risk response to West Volusia County.</p> <ul style="list-style-type: none"> • Hazmat Technicians to assist Volusia County during hazardous materials incidents, as needed. • TRT Technicians to assist West Volusia Mutual Aid partners with technical rescue response. 	Maintaining a Safe Community

Public Fire/ Life Safety		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain a proactive business inspection program to enhance public safety and prevent fires in commercial buildings.</p> <ul style="list-style-type: none"> • Fire Marshall shall receive, review and disposition each submitted building plan within 10 business days. • Fire Inspector/Fire Marshall conducts mandatory inspections/tests as required by state law as well as new occupancy fire safety inspections: new occupancy inspections within 3 days of customer request. • Company fire inspections conducted and completed to meet quarterly benchmarks set up by Admin. Division Chief. • Fire Marshal, Shift Inspectors, and Company Inspectors complete fire safety inspections for a total of 75% of existing businesses each year. 	Maintaining a Safe Community
2	<p>Provide specific fire prevention and life safety efforts during special events with large crowds in the downtown area.</p> <ul style="list-style-type: none"> • Station a fire warden at temporary cook locations. • Provide bicycle emergency medical technicians at downtown events that create high pedestrian traffic/restricted roadway access. • Special event occupancy load checks. 	Maintaining a Safe Community
3	<p>Deliver a comprehensive fire & life safety program.</p> <ul style="list-style-type: none"> • Door to door smoke detector campaign to include evaluating existing detectors and providing and installing new detectors if necessary. • Home fire safety programs for school age children & elderly. 	Maintaining a Safe Community

Emergency Management		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Ensure all City employees are trained to the proper level in accordance with the Comprehensive Emergency Management Plan and National Incident Management System.</p> <ul style="list-style-type: none"> • Provide guidance to receive necessary courses. 	Maintaining a Safe Community
2	<p>Provide training and drills to all members of the Emergency Operations Center management team.</p> <ul style="list-style-type: none"> • Refresh/retrain all members of each Emergency Support Function in their duties and responsibilities as outlined in the Comprehensive Emergency Management Plan. • Participate in the annual Volusia County disaster drill. • GIS training for city EOC staff 	Maintaining a Safe Community
3	<p>Ensure all submitted Local Emergency Plans are reviewed for certification.</p> <ul style="list-style-type: none"> • Fire Marshall shall review, inspect and certify all Local Emergency Plans within 10 days of receiving. 	Maintaining a Safe Community

Facilities & Equipment Management

	Goals & Objectives	Strategic Plan Area(s)
1	Maintain all departmental apparatus and facilities in a safe and proper working order, and equipment to meet National Fire Protection Association and Insurance Services Office (ISO) requirements. <ul style="list-style-type: none"> • Conduct fire pump tests – hose tests & aerial ladder inspections per NFPA annually • Continue the preventive maintenance program on all fire apparatus and other departmental vehicles. • Regular maintenance details of all buildings and address work orders in an expedient and cost-effective manner. 	Maintaining a Safe Community

Long-Term Goals

- ✓ Complete the replacement of Fire Station 81.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: Maintain a Safe Community
- ✓ Ladder Truck Replacement.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: Maintain a Safe Community
- ✓ Fire Marshal to improve scope & range of commercial business inspections
 - Target Completion: FY2020-2021
 - Strategic Focus Area: Maintain a Safe Community
- ✓ 3 New FT Firefighter/EMT Positions through SAFER Grant
 - Target Completion: FY2021-2022
 - Strategic Focus Area: Maintain a Safe Community
- ✓ Re-evaluate ISO Rating for Improved Score & Evaluate Accreditation Standards for Organization
 - Target Completion: FY2020-2021
 - Strategic Focus Area: Maintain a Safe Community
- ✓ SCBA Replacement
 - Target Completion FY2020-2021
 - Strategic Focus Area: Maintain a Safe Community
- ✓ Evaluate Current Level of Medical Services through completed EMS Study
 - Target Completion FY2020-2021
 - Strategic Focus Area: Maintain a Safe Community

Operating Budget Comparison

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 4,547,238	\$ 4,912,237	\$ 5,096,994	\$ 4,990,579	1.59%
Operating Expenses	<u>513,705</u>	<u>419,476</u>	<u>485,246</u>	<u>405,548</u>	-3.32%
Total Budget	\$ 5,060,943	\$ 5,331,713	\$ 5,582,240	\$ 5,396,127	1.21%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Fire Chief	E108	1.00	1.00	1.00	1.00	1.00
Deputy Fire Chief	E104	1.00	1.00	0.00	0.00	0.00

Fire Division Chief	E104	0.00	0.00	2.00	2.00	2.00
Fire Marshal (also Fund 480)	F106	0.50	0.50	0.50	0.50	0.00
Fire Inspector	F105	1.00	1.00	0.00	0.00	0.00
Fire Division Commanders	E104	3.00	3.00	0.00	0.00	0.00
Battalion Chief	F104	0.00	0.00	3.00	3.00	3.00
Fire Lieutenant	F103	9.00	9.00	9.00	12.00	12.00
Driver/Engineer	F102	9.00	9.00	9.00	9.00	9.00
Fire Fighter/EMT	F101	21.00	21.00	21.00	20.25	20.25
Office Administrator	117	0.00	0.00	0.00	1.00	1.00
Administrative Coordinator	115	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		46.50	46.50	46.50	48.75	48.25
Fire Marshal (also Fund 480)	F106	0.00	0.00	0.00	0.00	0.37
Administrative Assistant III	112	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.73</u>	<u>0.00</u>
Total Part Time Staffing		0.73	0.73	0.73	0.73	0.37
Total Staffing		47.23	47.23	47.23	49.48	48.62

Eliminated [0.73] Administrative Assistant III. Reduced Fire Marshal [0.50] to part-time [0.37] (split with Fund 480).

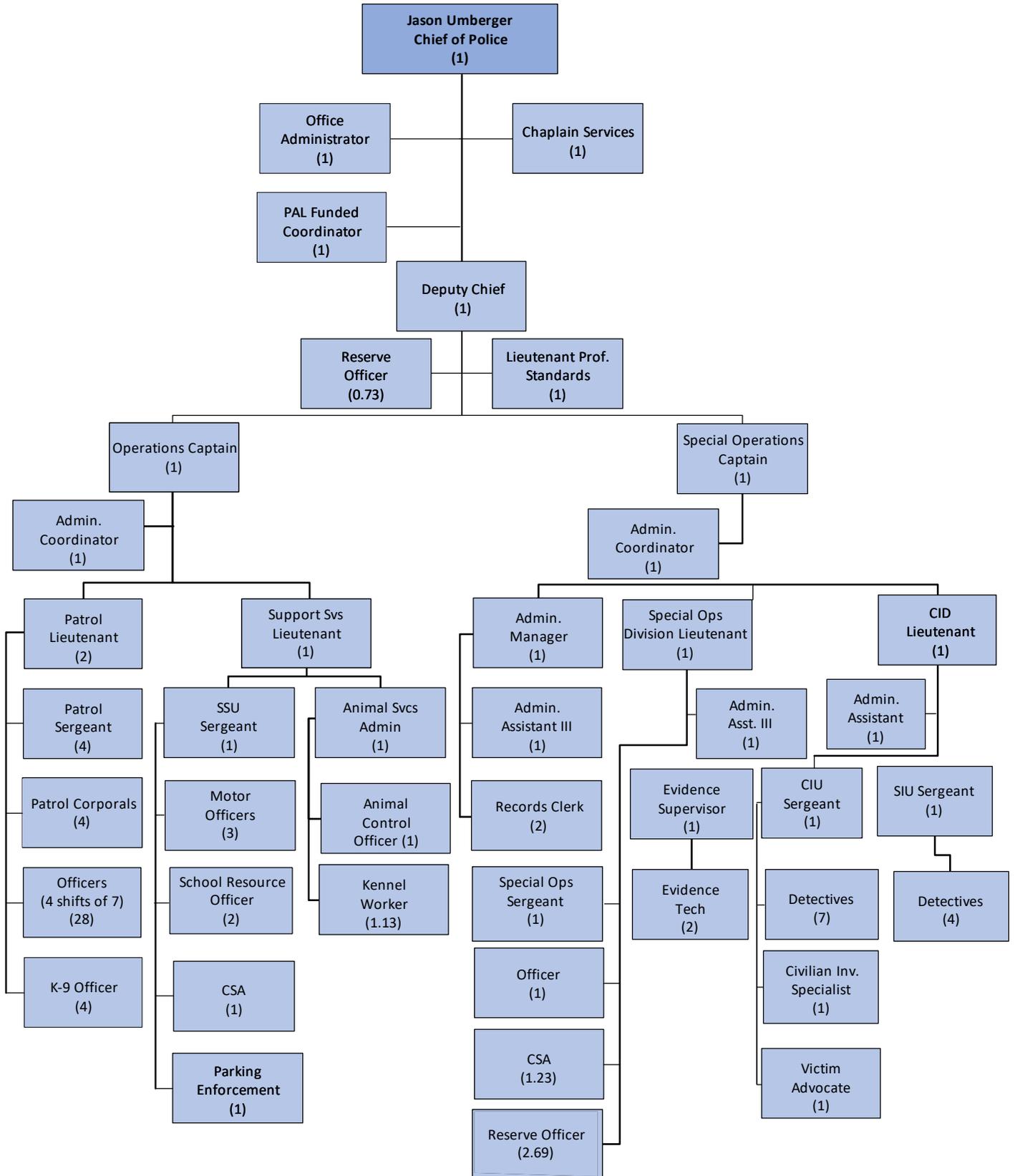
Management Discussion

- ✓ Total expenses increased by 1.21%.
- ✓ Personal services increased by 1.59% mainly due to an increase in salaries, in accordance with Union contract.
- ✓ Operating expenses decreased by 3.32%.
- ✓ Includes funding for:
 - Vehicle maintenance and repair (\$40,000).
 - Medical supplies (\$15,000).
 - Fire Hose (\$5,000).
 - Small equipment (\$21,500).
 - Gear replacement (21,000).
 - Uniforms and badges (\$30,220).
 - Station supplies (\$8,500).



POLICE

Organizational Structure



Description:

The Police Department is comprised of the Administrative Bureau, Operations Bureau and the Special Operations Bureau.

The Administrative Bureau is responsible for overseeing the direction of the Police Department. It is comprised of the Chief of Police, the Deputy Chief of Police and the Office of Professional Standards. The Chief provides the strategic vision for the department while Professional Standards coordinates the investigation of disciplinary matters and citizen complaints. The Deputy Chief of Police is directly responsible for supervising the Special Operations and Operations Bureau Commanders (Captains) and Office of Professional Standards Lieutenant.

The Operations Bureau is comprised of uniformed Police Officers, Community Service Aides, Traffic Enforcement/ Motors Officers, Animal Control Officers, K-9 Unit, and School Resource Officers. Uniformed Police Officers are central to all police duties. They are responsible for crime prevention, crime suppression, traffic enforcement and for safeguarding the general safety and welfare of the community. In addition, they are the first line of defense for our citizens as well as being first responders. The Operations Bureau operates two (2) platoons and one (1) Traffic Enforcement Division. Each uniform platoon is commanded by a Lieutenant who reports directly to the bureau commander (Captain).

The Special Operations Bureau is comprised of several programs that address specific criminal and quality of life issues. Special Operation functions include Criminal Investigations, Special Investigations, Special Enforcement Teams, Support Services, Recruiting, Retention & Background, Narcotics, Vice, Training, Evidence, Records Management, and Community Services.

Mission:

Provide effective and efficient law enforcement services which reduce crime, reduce the fear of crime and enhance public safety.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% change in number of calls for service from a five-year average	Maintaining a Safe Community	29.6%	5%	5%
% change in number of self-initiated service calls versus last year	Maintaining a Safe Community	11.1%	5%	5%
% of citizens satisfied with police services	High Value Government	89%	N/A Survey conducted every other year	90%
% of life threatening (Priority E) calls once officer is dispatched under 4 minutes at 85 th percentile	Maintaining a Safe Community	82.7%	85%	87%
Average response time for Priority E calls	Maintaining a Safe Community	2:13	2.5	2.5
% UCR Part 1 Crime rate per 1,000 Daily Service Population	Maintaining a Safe Community	16.37%	16%	15%
% of person crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	63.6%	55%	58%
% of property crimes cleared by arrest, prosecution, or other means	Maintaining a Safe Community	17.5%	20%	20%
% UCR Part 1 Crime rate per 1,000 residents	Maintaining a Safe Community	38.9%	40%	40%
Average # of dispatched calls per patrol personnel	Maintaining a Safe Community	665	750	750
Average # of sworn police officers per capita	Maintaining a Safe Community	.002	0.0026	0.0026

Average cost of police services per capita	High Value Government	\$272.61	\$250	\$250
Average # of sworn police officers per capita per daytime population	Maintaining a Safe Community	.0008	0.0008	0.0008
Average cost of police services per capita per daytime population	High Value Government	\$114.70	\$100	\$100

Fiscal Year 2019 – 2020 Accomplishments

- ✓ Hired Seven Sworn Officers since October 1, 2019
- ✓ Provided The Fair and Impartial Policing Training for DPD’s command staff members, community leaders, and community members
- ✓ Provided Organizational Culture and Leadership training to all DPD employees
- ✓ DPD participated in the following new community programs: Blue Lake Elementary mentoring program, Conversations with Police, Sisters Building Sisters, and Man Up
- ✓ Enhance the recruitment process to include monthly Recruitment Saturdays
- ✓ Annual Operation Good Cheer which involved partnership between the PD and the Alumni to donate bicycles and toys to needy children during the Christmas holiday
- ✓ Continuation of Community Policing Initiatives: Operation Honorable Endeavor, Operation Vigilant Protector, Operation School Guardian, Operation Church Guardian, D.A.R.E., and Church Security Audits
- ✓ Facility Upgrade: Completion of DPD Roof Rehabilitation
- ✓ Supported Numerous Special Events

Action Plan

Communication & Interaction		
	Goals & Objectives	Strategic Plan Area(s)
1	Utilize varied methods of interaction with community members to gain information relative to, and in support of, the police mission. <ul style="list-style-type: none"> • Department members will utilize appropriate social media channels, including Crimewatch and the Conversations with Police program (CWP), to share information with community members on a daily basis. • Department members will strive to exchange information with members of an affected neighborhood before a police action is required, or immediately after a police action occurs. The information learned will be distributed to appropriate police functions for intelligence purposes and planned responses. 	Communication & Maintaining a Safe Community
2	Maintain a comprehensive crime prevention/personal safety awareness education effort. <ul style="list-style-type: none"> • Maintain a close association with local public and private schools by conducting D.A.R.E. classes and becoming involved in other activities that build a sense of rapport between officers and school personnel. • Maintain a police school resource officer program at DeLand High School and DeLand Middle School. • Continue to conduct an annual Citizen Police Academy Program designed to acquaint officers and the public on a personal level while safely exposing community participants to police methods, the application of the law, officer safety, and the value of community involvement. • Department members will be involved in community involved crime and personal safety prevention programs with all age groups based on 	Communication & Maintaining a Safe Community

	<p>requests, identified crime trends, community partnerships, and stakeholder concerns.</p> <ul style="list-style-type: none"> • Work to improve and develop PAL activities and enhance the program. • Department will continue to host an annual National Night Out. 	
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Problem Solving – Order Maintenance		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Department members and new recruits will be trained in problem solving methods in support of the police mission.</p> <ul style="list-style-type: none"> • Reinforce Police Department mission, core values, and new community policing initiatives with a focus on procedural justice. • A new performance evaluation document will be designed that measures the actual work expected of and performed by the officers, and the results attained. <ul style="list-style-type: none"> * Patrol officers will become familiar with chronic problems in his/her defined areas; department members will identify trends through crime analysis or investigation. * Officers will work with affected community members and other resources when applying problem-solving techniques that provide long-term solutions to identified problems. • Department members will use the S.A.R.A. model, or a comparable problem-solving process, when working an identified and defined problem affecting the livability of a neighborhood or business area. 	Maintaining a Safe Community
2	<ul style="list-style-type: none"> • Project logs will be maintained to track the progress of the defined problem, types of community interactions, project analysis findings, and collaborative solutions between department members and affected community members. • Department members will be cross trained to perform functions outside of their designated assignment in support of the police mission and to enhance a member’s skills, knowledge, and abilities. • Department personnel will provide members of an effected neighborhood with feedback aligned with the defined problem and the results gained from the applied solution. • The department will provide continuing education designed to develop a members’ skills, knowledge and abilities in support of the police mission, problem solving, and crime prevention. 	Maintaining a Safe Community

Recruitment

	Goals & Objectives	Strategic Plan Area(s)
1	<p>The police department will maintain an aggressive recruitment effort to choose qualified candidates who are interested in the police profession with an emphasis on minority recruitment.</p> <ul style="list-style-type: none"> • The Community Involvement function will work with area academies to select quality candidates for consideration. • Police academies sessions, local job fairs, and Central Florida colleges will be attended and used to promote the department and to attract qualified applicants. • Continue sponsorship program to prepare qualified candidates for a job with the police department. • An incentive program will be used to reward new employees who successfully complete the department's field officer training program. 	Maintaining a Safe Community

Long-Term Goals

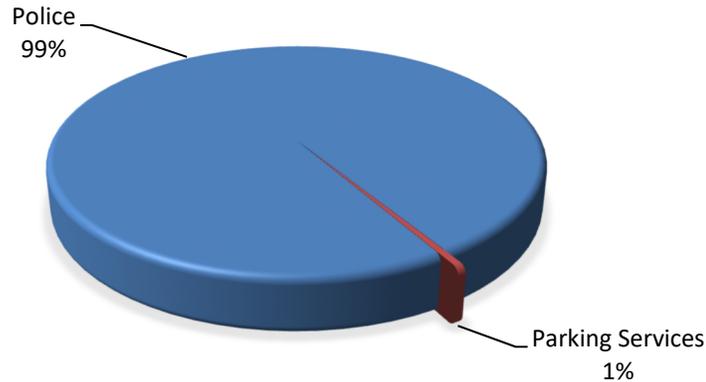
- ✓ Enhancing the PAL Program: Increasing the number and quality of programs
 - Target Completion: FY 2020-2021
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Completion of the new Evidence building
 - Target Completion: FY 2020-2021
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Implementation of uniform electronic traffic citations
 - Target Completion: FY 2020-2021
 - Strategic Focus Area: Communication and Maintaining a Safe Community
- ✓ Installation of security fencing around the perimeter of the Facility
 - Target Completion: FY 2021-2022
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Addition of a pole bard for Evidence vehicle storage
 - Target Completion: FY 2022-2023
 - Strategic Focus Area: Maintaining a Safe Community
- ✓ Increase sworn complement to meet International Association of Chiefs of Police patrol staffing formula
 - Target Completion: FY 2022-2023
 - Strategic Focus Area: Maintaining a Safe Community

Operating Budget Comparison Total Police Expenditure Summary

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 7,877,700	\$ 8,372,098	\$ 8,134,568	\$ 8,409,192	0.44%
Operating Expenses	<u>1,171,843</u>	<u>1,051,099</u>	<u>1,072,038</u>	<u>1,120,949</u>	6.65%
Total Budget	\$ 9,049,543	\$ 9,423,197	\$ 9,206,606	\$ 9,530,141	1.13%
DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Police	9,002,145	9,375,419	9,160,315	9,482,119	1.14%
Parking Services	<u>47,398</u>	<u>47,778</u>	<u>46,291</u>	<u>48,022</u>	0.51%
Total Budget	\$ 9,049,543	\$ 9,423,197	\$ 9,206,606	\$ 9,530,141	1.13%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Police	90.05	90.05	93.55	95.22	95.78
Parking Services	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Staffing	91.05	91.05	94.55	96.22	96.78

**Police Department Expenditure Summary
Fiscal Year 2021**



Operating Budget Comparison - Police

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 7,831,653	\$ 8,325,715	\$ 8,089,417	\$ 8,362,310	0.44%
Operating Expenses	<u>1,170,492</u>	<u>1,049,704</u>	<u>1,070,898</u>	<u>1,119,809</u>	6.68%
Total Budget	\$ 9,002,145	\$ 9,375,419	\$ 9,160,315	\$ 9,482,119	1.14%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Chief of Police	E109	1.00	1.00	1.00	1.00	1.00
Deputy Chief	E104	2.00	2.00	1.00	1.00	1.00
Captain	P105	0.00	0.00	2.00	2.00	2.00
Police Lieutenant	P104	6.00	6.00	5.00	6.00	6.00
Police Sergeant	P103	9.00	9.00	9.00	8.00	8.00
Corporal	P102	0.00	0.00	4.00	4.00	4.00
Police Officer	P101	47.00	47.00	47.00	49.00	49.00
Administrative Manager	122	1.00	1.00	1.00	1.00	1.00
Office Administrator	117	0.00	0.00	0.00	1.00	1.00
Victim Advocate Coordinator	117	1.00	1.00	1.00	1.00	1.00
Civilian Evidence Supervisor	117	1.00	1.00	1.00	1.00	0.00
Civil Investigative Specialist	116	1.00	1.00	1.00	1.00	2.00
Administrative Coordinator	115	3.00	3.00	3.00	2.00	2.00
Animal Service Administrator	115	1.00	1.00	1.00	1.00	1.00
PAL Program Director	115	0.00	0.00	0.00	0.00	1.00
Civilian Evidence Technician	115	1.00	1.00	1.00	1.00	2.00
Administrative Assistant III	111	2.00	2.00	2.00	3.00	3.00
Animal Control Officer	111	1.00	1.00	1.00	1.00	1.00
Community Service Aide	111	4.00	4.00	4.00	3.00	2.00

Police Record Clerk I	109	4.00	4.00	3.00	3.00	2.00
Administrative Assistant II	108	0.00	0.00	1.00	0.00	0.00
Total Full Time Staffing		85.00	85.00	89.00	90.00	90.00
Animal Care Kennel Assistant	N/A	0.63	0.63	1.13	1.13	1.13
Animal Kennel Officer	N/A	0.50	0.50	0.00	0.00	0.00
Community Service Aide	N/A	0.00	0.00	0.00	0.50	1.23
Civilian Evidence Custodian	N/A	0.73	0.73	0.00	0.00	0.00
Digital Evidence Custodian	N/A	0.00	0.00	0.73	0.73	0.00
Reserve Police Officer	N/A	3.19	3.19	2.69	2.69	3.42
PT PAL Coordinator	N/A	0.00	0.00	0.00	0.17	0.00
Total Part Time Staffing		5.05	5.05	4.55	5.22	5.78
Total Staffing		90.05	90.05	93.55	95.22	95.78

Added an additional [0.73] Reserve Police Officer. Reduced [1.0] Community Service Aide from full-time to part-time [0.73]. Promote [0.17] PT PAL Coordinator to full-time [1.0] PAL Program Director. Promote [0.73] Digital Evidence Custodian to [1.0] Civilian Evidence Technician. Removed a [1.0] Police Record Clerk due to internal reorganization. Replaced [1.0] Civilian Evidence Supervisor with [1.0] Civilian Investigative Specialist.

Operating Budget Comparison - Police Parking Services

BUDGET SUMMARY	2018-19	2019-20	2019-20	2020-21	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2019-20
Personal Services	\$ 46,047	\$ 46,383	\$ 45,151	\$ 46,882	1.08%
Operating Expenses	1,351	1,395	1,140	1,140	-18.28%
Total Budget	\$ 47,398	\$ 47,778	\$ 46,291	\$ 48,022	0.51%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Parking Enforcement Officer	109	1.00	1.00	1.00	1.00	1.00
Total Full Time Staffing		1.00	1.00	1.00	1.00	1.00

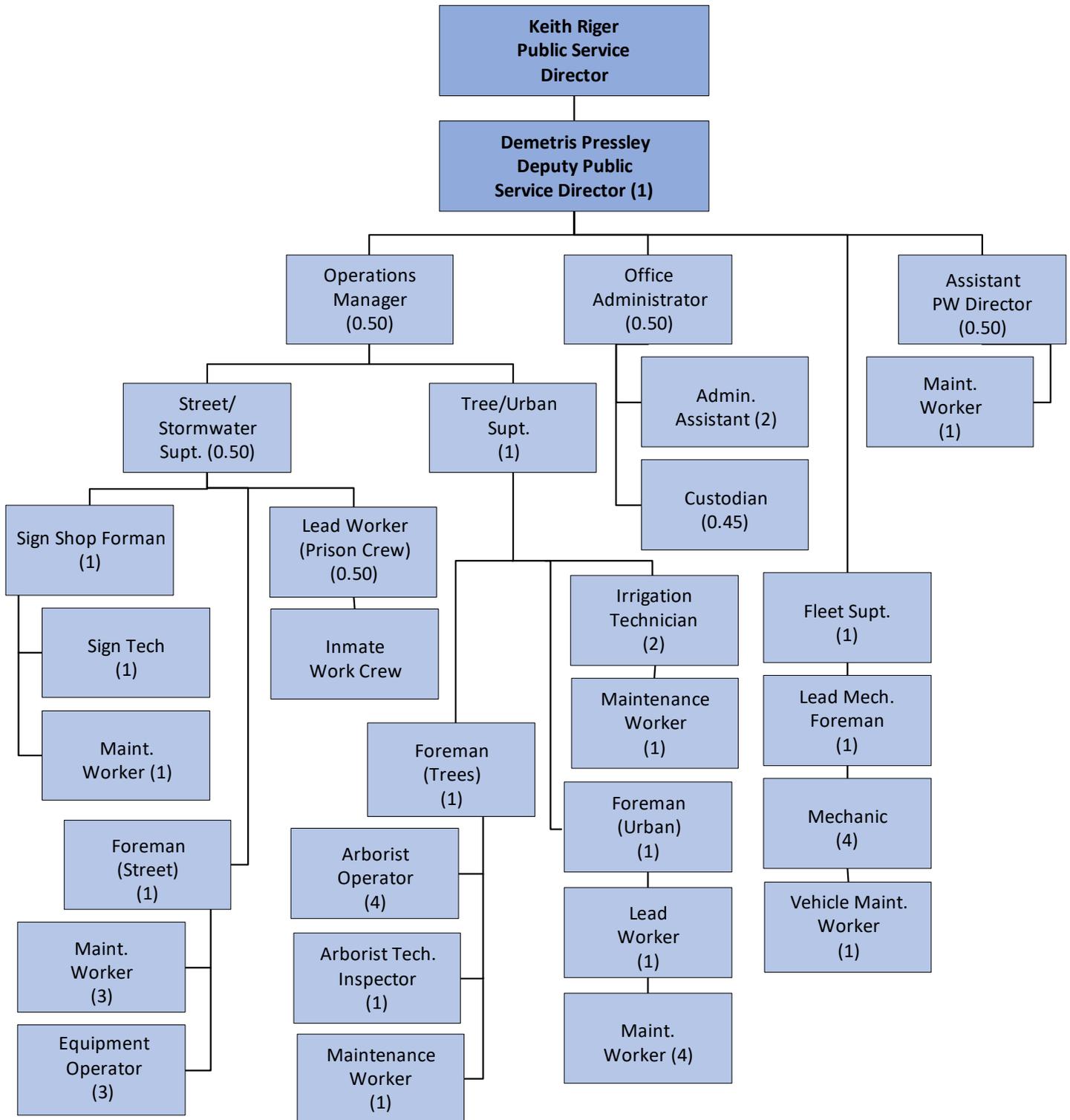
Management Discussion

- ✓ Total expenses increased by 1.13%
- ✓ Operating expenses increased by 6.65%, mainly due to increase in janitorial services.
- ✓ Includes funding for:
 - Firearm Replacements (\$38,886).
 - Portable Radios (\$47,485).
 - Radio Repairs and Parts (\$13,000).
 - P.A.L (\$10,000).
 - Bullet proof vests (\$24,000).
 - Fire ammunition (\$28,875).
 - Officer duty equipment (\$17,000).
 - Uniforms (\$32,000).



PUBLIC WORKS

Organizational Structure



Description:

The Public Works Department is comprised of five divisions supervised by the Public Works Director. **Administration** is responsible for operation and maintenance of the City's work order management program (CityWorks), Banner program, State and County Inter-local agreements, city contracts, refuse collection operation, and environmental services. Our PW Administration promotes the economic development and sustainable growth of the City through maintenance of City assets, the plan review process, mapping and related ROW Infrastructure Services. **Streets & Signs** is responsible for maintaining 136.5 miles of streets, 18.65 square miles of ROW Maintenance, 140+ miles of curbing, and 135+ miles of sidewalks, all regulatory signs, fabrication, and pavement marking. **Tree & Horticulture** is responsible for the operation and maintenance of tree pruning, removing and replanting of City owned trees. The tree division operates a Tree Nursery that gives away more than 2,200 trees grown from seedlings each year. **Urban Beatification** is responsible for the operation and maintenance of urban landscape for City owned facilities, ten pocket parks, all ROW/City irrigated property, and the Downtown DeLand streetscapes. Urban handles the Temporary Traffic Controls (TTC) and cleaning maintenance for the majority of all Downtown Events (65+) and 14 parking lots. **Fleet Maintenance** is responsible for the preventive and corrective maintenance of the City's entire fleet (rolling stock of 500+) and all federal and state compliance regulations for city vehicles. Fleet staff train, prepare, and test all Class A & B Commercial Driver License recipients. This includes welding, lighting package installation, lettering, and major repairs to all City Vehicles.

Mission:

To provide services for planning, construction, maintenance, repair, and operation of City's fleet and infrastructure, while proactively managing City assets, using technology to enhance services, and strengthening partnerships with internal and external customers.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of service requests responded to within 3 business days	High Value Government	92%	95%	95%
% of residents satisfied with condition of roads and sidewalks	High Value Government	48%	80%	80%
% of time fleet is usable (down time, annual average basis)	High Value Government	94%	85%	90%
% of preventive maintenance services performed on schedule	High Value Government	95%	95%	95%
Total fleet maintenance expenditures for all vehicles and heavy equipment without fuel	High Value Government	\$110,000	\$121,000	\$132,500
Preventive + other maintenance per mile -ALL- Police without fuel	High Value Government	\$0.47	\$0.50	\$0.50
Preventive + other maintenance per vehicle-Police (PATROL ONLY) without fuel	High Value Government	\$4,200	\$3,800	\$4,000
Preventive + other maintenance per mile-Fire Apparatus without fuel	High Value Government	\$2.10	\$2.25	\$2.25
% of direct labor hours worked that are billed	High Value Government	75%	84%	80%
% of customer complaints responded to within 24 hours and resolved within 3 days.	High Value Government	100%	90%	95%
\$ Cost per mile of resurfaced road	High Value Government	\$211,027	\$220,500	\$275,000

% of total lane miles resurfaced	High Value Government	.25%	.25%	.35%
% of pothole repairs completed within 5 days of request	High Value Government	94%	90%	90%
% of sidewalk repairs completed within 30 business days	High Value Government	92%	90%	90%
% of street signs replaced/ repaired within 7 business days	High Value Government	79%	75%	75%
% of irrigation system repaired within 7 business days	High Value Government	90%	85%	85%
% of trees removal requests addressed within 7 business days	High Value Government	79%	80%	80%
% of replacement trees planted	High Value Government	1%	15%	25%
% of public satisfied with urban forest	High Value Government	78%	80%	80%
% of customer complaints responded to within 24 hours and resolved within 3 days	High Value Government	94%	90%	90%
% of noise complaints responded to within 48 hours	High Value Government	97%	95%	95%

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Preparing APWA Accreditation process; received FGBC Green City Achievement Award (City with highest score for 2019); functioning banner program (44 permits issued); equipment inventory inspections quarterly; Employee license with CDL's (A & B) (5) and certificates for each Public Works employee.
- ✓ The Public Works Department produced 5,875 work orders from the operation. Implementation of new work order management system (CityWorks).
- ✓ In-House signs fabrication, and installation within the Sign Shop Division (300); 21,000 ft of thermoplastic markings applied; Updated Historic Street Markers Inventory (53); Replaced over 150 signs (faded, missing, or damaged).
- ✓ Installation of Smart Signs (2) and Rectangular Rapid Flashing Beacons (4) at various locations around City.
- ✓ Completed Downtown Intersection Lighting Improvements, additional illumination site: (North Woodland and University Lighting District).
- ✓ Street Resurfacing Program: milling and resurfacing 3.42 lane miles, pavement preservation process: crack seal and re-paved parking lot 11.
- ✓ RoadAI Pilot Program (Asset Data Collection: Street PCI, Signage, ROW Infrastructure)
- ✓ Sidewalk Grinding Process: identifying and removing 626 (+400 trippers in-house) trip hazards. 65% saving verse full replacement.
- ✓ ADA Transition Projects: Improved 14 Intersection throughout DeLand; Replaced 12,350+ ft. of damaged sidewalks
- ✓ Received Tree City USA Award for 32nd Year; Maintained tree inventory (approx. 7,200 trees).
- ✓ Completed Tree Giveaway (TBD trees); distributed 729 trees Arbor Day Celebration; completed Potting Day (2,000 trees); manually watered approximately 0 Right-of-Way trees. Functioning Greenhouse Operation.
- ✓ Certifications:
 - Florida Friendly Landscape Project
 - TCIA: Certified Tree Care Safety Professional (1 Employees).
 - Electrical Hazards Training and Certification (10 employees).
 - Tree Foreman became Certified Arborist
- ✓ Debris Management: Operation Readiness for Hurricane Season.
- ✓ Special Events (85): Participated in Keep DeLand Beautiful, new Landscape plans (Projects: Downtown Corridor, Parks, Entrance Corridors), coordination of Stetson Football Home Pre-Game and Post-Game MOT and Parking Lot Maintenance.
- ✓ Provided a High level of service for City vehicles in fleet. (approx. 446 for 6 months).
- ✓ Safety features and compliance upgrades for Vehicle Equipment Shop: New roof and lighting outfit, Improve Compliance percentage from 78% to 88% FLAGFA compliance rate.
- ✓ 2 Certified ASE Mechanics
- ✓ Preventive Maintenance Program.
- ✓ One completed the APWA Public Works Leadership Institute.
- ✓ Recycling Right Program and Recycle Coach App 460 subscribers (76 new subscribers)
- ✓ Replace 10,000 Unleaded Gas Tank with 15,000 Double Wall Unleaded Gas Tank

Action Plan

Administration		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Work with solid waste hauler to minimize citizen complaints about refuse service.</p> <ul style="list-style-type: none"> • Ensure all garbage complaints are handled by hauler in a timely fashion. • Meet monthly with solid waste hauler to review customer complaints. • Track receipts for recycling revenues to assure the City receives monthly payments. • Keep a high Q&A response with Citizens and Businesses in DeLand. 	High Value Government
2	Work with entire City to implement City-Works Work Order system.	High Value Government
3	<p>Maintain and Monitor contract agencies overseen by Public Works</p> <ul style="list-style-type: none"> • Florida Department of Corrections Tomoka Correctional Institute Contract • Tire Service Contract • FDOT Traffic Signal Maintenance and Compensation Agreement • Volusia County Mosquito Control District to Use Low Level Flights • FDOT Maintenance Agreement-International Speedway Blvd Maintenance • State Highway Lighting, Maintenance and Compensation Agreement • Cooperative Purchase Agreement for Emergency Debris Removal Services • Decorative Street Lighting Replacement, Woodland Blvd between Michigan and Pennsylvania Ave • Interlocal Agreement for Municipal Services • Contract for Refuse/Recycling Services with WCA and Ordinance Amending Solid Waste Rates • Recycle Coach 	High Value Government
4	USA Services – Keep track and monitor sweeping and mowing service.	High Value Government

Street Maintenance		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Provide safe and efficient transportation systems in DeLand.</p> <ul style="list-style-type: none"> • Look for improvements to the paved street infrastructure. • Manage the 131.5 miles with proactive preservation programs to avoid higher cost in the future. • Develop annual street maintenance work plan. • Implementing a pavement assessment survey that will include sidewalks, curbs, and signs condition analyst. 	Preparing for the Future/ Sustainability

Street Maintenance		
Goals & Objectives		Strategic Plan Area(s)
2	<p>Create a walkable community with a network of sidewalks and trails</p> <ul style="list-style-type: none"> • Monitor and repair sidewalks in that are designated City sidewalk areas. • Ensure all new sidewalk/sidewalk improvements are ADA compliant. • Secure funding for small street and sidewalk projects. (Grinding of trip hazards). 	Creating the Connected Community
3	Continue development of DeLand Greenway.	High Value Government
4	<ul style="list-style-type: none"> • Manage traffic signals, signs, and markings to MOT throughout the City. • Implement system to improve visibility of line of sight issues and signage. • Update database documenting regulatory and street signs within the City. • Establish a replacement program. 	High Value Government

Tree Maintenance		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Perpetuate and enhance DeLand's Urban Forestry.</p> <ul style="list-style-type: none"> • Identify and remove trees that are hazardous to life and property. • Identify planting opportunities within the City Right-of-Way and Park areas. • The City's Tree Ordinance requires a variety of maintenance activities. 	High Value Government
2	<p>Continue to document data and Tree Inventory</p> <ul style="list-style-type: none"> • Planning, technical and logistic support for City trees. • Update and filter through the Tree Keeper software. • Review site and building plans for compliance with tree requirements with Land Development Regulations. Provide comments for the committee. 	High Value Government
3	<p>Provide high level of tree maintenance and service exceeding residents' expectations.</p> <ul style="list-style-type: none"> • Biannual surveys issued to ensure quality services provided by the Public Works Department. 	High Value Government

Tree Nursery		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Conduct and maintain a complete tree inventory and identify relevant information:</p> <ul style="list-style-type: none"> • Tree species, health of the tree, and tree location. • Establish standard recordkeeping practices for all urban forestry activities • Utilize Green-House to keep the adequate number of trees. • Identify type of trees native to West Volusia County suitable for planting and increase nursery stock. • Improve quality of stock by pruning, watering, and fertilizing on a routine schedule. 	High Value Government

Landscape & Hardscape

Goals & Objectives		Strategic Plan Area(s)
1	Improve the overall appearance of the City's downtown area and parks. <ul style="list-style-type: none"> • Monitor level of services for planting, mowing, pressure washing, and cleaning of assigned areas. • General maintenance plan for street light poles, street furniture, decorative sidewalk sealant, and other designated areas. • Maintain and improve the irrigation system and GIS inventory. 	High Value Government
2	Implement program with a community group or organization where they perform an ongoing maintenance task for a specific area. <ul style="list-style-type: none"> • Bi-annually replace the downtown potted plants and row planters in downtown streetscape. • Announce public planting and potting days. • Organize and participate in community events: Keep DeLand Beautiful, St. John River Clean-up, etc. 	Preserving "Sense of Community"

Vehicle & Equipment Operation

Goals & Objectives		Strategic Plan Area(s)
1	Consultant and Analytical Fleet Maintenance Management. <ul style="list-style-type: none"> • Schedule maintenance to maximize productivity of vehicles, manpower, and facilities. • Monitor Fleet functions based on in-house skills level, time available, and cost benefit ratio for the City. • Use Preventive Maintenance Inspection (PMI) form with check list and give readings where indicated. • Train mechanics on Mastertect Scanner and Mitchell computerized repair information system. • Contract out select fleet maintenance based off logistical functions. 	High Value Government
2	Prepare 5-year work plan to increase operational efficiency of Fleet Maintenance. <ul style="list-style-type: none"> • Explore what equipment and technology is currently available to upgrade the diagnostic ability of Fleet Maintenance. • Determine what specific certifications/training is available from vehicle manufacturers for Fleet Maintenance personnel. • Establish operational standards/procedures for all vehicle repairs (in-house repairs vs. contracted repairs). 	High Value Government
3	Complete the Fleet Management Policy	Preparing for the Future/Sustainability

Long-Term Goals

- Capital Improvement Plan: Public Works will develop and implement a long-term capital improvement plan for all City facilities and fleet.
 - Target Completion: FY 2021-2022
 - Strategic Focus Area: High Value Government, Sustainability
- City Tree Master Plan Update
 - Target Completion: FY 2022-2023
 - Two full time pruning crews for tree maintenance
 - Strategic Focus Area: High Value Government, Sense of Community.
- Infrastructure: Public Works will develop and implement a comprehensive asset management plan for our contractual services, streets, signs, street lights, sidewalks, and flood control facilities.
 - Target Completion: FY 2022-2023
 - Strategic Focus Area: High Value Government, Sense of Community, Communication.

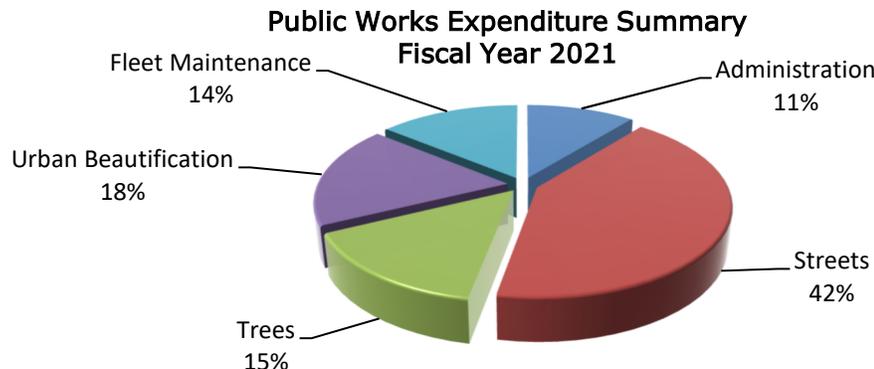
- City ADA Transition Plan:
 - Target Completion: FY 2021-2022
 - Comprehensive ADA Plan for Right-of-way improvements: Sidewalks, ramps, intersections, crosswalks, signages
 - Strategic Focus Area: High Value Government, Sense of Community.
- Department Wide Standard Operating Procedures Program Update.
 - Target Completion: FY 2020-2021
 - Strategic Focus Area: High Value Government, Sustainability
- Sustainability: Public Works will develop and implement a plan that will reduce the consumption of natural resources, improve air quality, increase recycling and achieve 75% waste diversion.
 - Target Completion: FY 2021-2022
 - Strategic Focus Area: High Value Government, Sustainability, Sense of Community

Operating Budget Comparison Total Public Works

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 2,041,265	\$ 2,334,536	\$ 2,159,275	\$ 2,322,265	-0.53%
Operating Expenses	<u>1,166,887</u>	<u>1,325,564</u>	<u>1,282,699</u>	<u>1,267,696</u>	-4.37%
Total Budget	\$ 3,208,152	\$ 3,660,100	\$ 3,441,974	\$ 3,589,961	-1.92%

DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Administration	\$ 338,409	\$ 383,224	\$ 357,083	\$ 389,368	1.60%
Streets	1,348,397	1,524,763	1,419,937	1,512,623	-0.80%
Trees	436,310	583,802	529,046	530,163	-9.19%
Urban Beautification	618,814	665,613	662,676	652,471	-1.97%
Fleet Maintenance	<u>466,222</u>	<u>502,698</u>	<u>473,232</u>	<u>505,336</u>	0.52%
Total Budget	\$ 3,208,152	\$ 3,660,100	\$ 3,441,974	\$ 3,589,961	-1.92%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Administration	3.87	3.87	3.87	3.95	3.95
Streets	11.50	11.50	11.50	11.50	11.50
Trees	7.50	7.50	7.50	8.50	8.00
Urban Beautification	9.50	10.50	10.50	10.50	10.50
Fleet Maintenance	<u>6.00</u>	<u>6.00</u>	<u>6.00</u>	<u>7.00</u>	<u>7.00</u>
Total Staffing	38.37	39.37	39.37	41.45	40.95



Public Works Administration

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 283,479	\$ 308,922	\$ 282,255	\$ 321,092	3.94%
Operating Expenses	<u>54,930</u>	<u>74,302</u>	<u>74,828</u>	<u>68,276</u>	-8.11%
Total Budget	\$ 338,409	\$ 383,224	\$ 357,083	\$ 389,368	1.60%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Deputy Public Service Director	E109	0.00	0.00	1.00	1.00	1.00
Public Works Director	E107	1.00	1.00	0.00	0.00	0.00
Office Administrator (Fund 401)	117	0.00	0.00	0.00	0.50	0.50
PW Project Coord. (Fund 401)	117	0.50	0.50	0.50	0.00	0.00
Administrative Coordinator	115	0.00	0.00	0.00	0.00	1.00
Administrative Assistant IV	112	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	1.00	1.00	1.00	1.00	0.00
Custodian/Housekeeping	108	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.45</u>	<u>0.45</u>
Total Full Time Staffing		3.50	3.50	3.50	3.95	3.95
Custodian/Housekeeping	N/A	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		0.37	0.37	0.37	0.00	0.00
Total Staffing		3.87	3.87	3.87	3.95	3.95

Added [1.0] Administrative Coordinator and removed [1.0] Administrative Assistant III.

Streets

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 513,042	\$ 567,180	\$ 503,217	\$ 606,051	6.85%
Operating Expenses	<u>835,355</u>	<u>957,583</u>	<u>916,720</u>	<u>906,572</u>	-5.33%
Total Budget	\$ 1,348,397	\$ 1,524,763	\$ 1,419,937	\$ 1,512,623	-0.80%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Operations Manager (also Fund 450)	122	0.50	0.50	0.50	0.50	0.50
Streets/Stormwater Sup. (Fund 450)	120	0.50	0.50	0.50	0.50	0.50
Foreman II	115	1.00	0.00	0.00	0.00	2.00
Foreman I	114	0.50	1.50	1.00	1.00	0.00
Sign Shop Foreman I	114	0.00	0.00	1.00	1.00	0.00
Equipment Operator II	111	1.00	1.00	1.00	1.00	1.00
Lead Worker (also Fund 450)	111	0.00	0.00	0.50	0.50	2.50
Sign Maintenance Technician II	111	1.00	1.00	0.00	0.00	0.00
Equipment Operator I	110	1.00	2.00	2.00	2.00	2.00
Sign Maintenance Technician I	110	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	109	0.00	1.00	1.00	1.00	0.00

Maintenance Worker II	108	3.00	1.00	1.00	1.00	1.00
Maintenance Worker I	107	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>
Total Full Time Staffing		11.50	11.50	11.50	11.50	11.50
Total Staffing		11.50	11.50	11.50	11.50	11.50

Promoted [1.0] Foreman I to [1.0] Foreman II. Promoted [1.0] Sign Shop Foreman I to [1.0] Foreman II. Promoted [1.0] Maintenance Worker III and [1.0] Maintenance Worker I to [2.0] Lead Worker.

Trees

BUDGET SUMMARY	2018-19	2019-20	2019-20	2020-21	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2019-20
Personal Services	\$ 349,003	\$ 469,586	\$ 424,541	\$ 413,877	-11.86%
Operating Expenses	<u>87,307</u>	<u>114,216</u>	<u>104,505</u>	<u>116,286</u>	1.81%
Total Budget	\$ 436,310	\$ 583,802	\$ 529,046	\$ 530,163	-9.19%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Asst. P.W. Director (Fund 450)	E104	0.00	0.00	0.00	0.00	0.50
City Forester	121	1.00	1.00	1.00	1.00	0.00
Tree/Urban Superintendent	120	0.50	0.50	0.50	0.50	0.50
Forestry Superintendent	120	0.00	0.00	0.00	0.00	0.00
Foreman II	115	1.00	1.00	1.00	1.00	1.00
Foreman I	114	0.00	0.00	0.00	0.00	0.00
Arborist Inspector	112	0.00	0.00	0.00	1.00	0.00
Arborist Technician II	111	1.00	1.00	1.00	1.00	1.00
Arborist Technician I	110	3.00	3.00	3.00	3.00	3.00
Arborist Tech Inspector	110	0.00	0.00	0.00	0.00	1.00
Maintenance Worker II	109	0.00	0.00	0.00	1.00	0.00
Maintenance Worker I	107	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		7.50	7.50	7.50	8.50	8.00
Total Staffing		7.50	7.50	7.50	8.50	8.00

Promoted [1.0] City Forester to [0.5] Assistant Public Works Director split with [0.5] Fund 450. Replaced [1.0] Arborist Inspector with [1.0] Arborist Tech Inspector. Replaced [1.0] Maintenance Worker II with [1.0] Maintenance Worker I.

Urban Beautification

BUDGET SUMMARY	2018-19	2019-20	2019-20	2020-21	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2019-20
Personal Services	\$ 506,530	\$ 539,960	\$ 537,556	\$ 529,035	-2.02%
Operating Expenses	<u>112,284</u>	<u>125,653</u>	<u>125,120</u>	<u>123,436</u>	-1.76%
Total Budget	\$ 618,814	\$ 665,613	\$ 662,676	\$ 652,471	-1.97%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Tree/Urban Superintendent	120	0.50	0.50	0.50	0.50	0.50
Irrigation Tech III	115	0.00	0.00	0.00	0.00	1.00
Foreman II	115	0.00	0.00	0.00	0.00	1.00

Irrigation Tech II	114	0.00	0.00	0.00	0.00	1.00
Foreman I	114	1.00	1.00	1.00	1.00	0.00
Irrigation Technician	113	1.00	2.00	2.00	2.00	0.00
Lead Worker	111	0.00	1.00	1.00	1.00	0.00
Maintenance Worker III	109	2.00	2.00	2.00	2.00	2.00
Maintenance Worker II	108	5.00	4.00	3.00	3.00	2.00
Maintenance Worker I	107	0.00	0.00	1.00	1.00	3.00
Total Full Time Staffing		9.50	10.50	10.50	10.50	10.50
Total Staffing		9.50	10.50	10.50	10.50	10.50

Promoted [2.0] Irrigation Technicians to [1.0] Irrigation Technician II and [1.0] Irrigation Technician III. Promoted [1.0] Foreman I to [1.0] Foreman II. Replaced [1.0] Lead Worker and [1.0] Maintenance Worker II with [2.0] Maintenance Worker I.

Fleet Maintenance

BUDGET SUMMARY	2018-19	2019-20	2019-20	2020-21	% Change
	ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2019-20
Personal Services	\$ 389,211	\$ 448,888	\$ 411,706	\$ 452,210	0.74%
Operating Expenses	<u>77,011</u>	<u>53,810</u>	<u>61,526</u>	<u>53,126</u>	-1.27%
Total Budget	\$ 466,222	\$ 502,698	\$ 473,232	\$ 505,336	0.52%

STAFFING	PAY	2016-17	2017-18	2018-19	2019-20	2020-21
	GRADE	BUDGET	BUDGET	BUDGET	BUDGET	BUDGET
Garage/Fleet Maint Superintendent	120	1.00	1.00	1.00	1.00	1.00
Fleet Maintenance Foreman II	115	1.00	1.00	1.00	1.00	1.00
Garage/Fleet Maint Foreman I	114	0.00	0.00	0.00	0.00	0.00
Equipment Mechanic II	114	2.00	2.00	4.00	2.00	2.00
Equipment Mechanic I	113	2.00	2.00	0.00	2.00	3.00
Vehicle Maintenance Worker I	113	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		6.00	6.00	6.00	7.00	7.00

Replaced [1.0] Vehicle Maintenance Worker I with [1.0] Equipment Mechanic I.

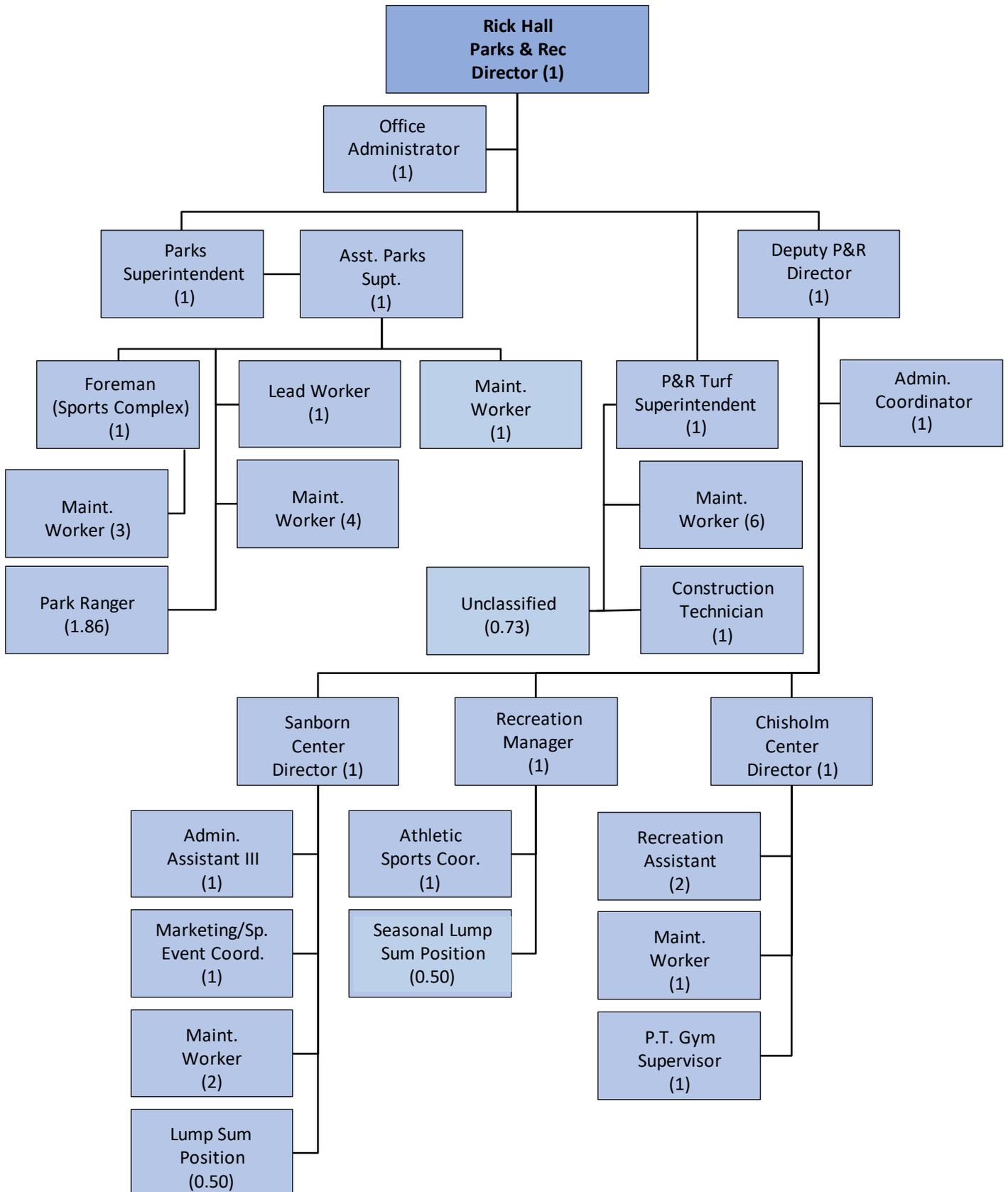
Management Discussion

- ✓ Total expenses decreased by 1.92%.
- ✓ Operating expenses decreased by 4.37%.
- ✓ Includes funding for:
 - APWA Accreditation (\$7,500).
 - Mosquito spraying (\$8,500).
 - Pressure washing (sidewalk & historic markers) (\$10,000).
 - Brick work (\$5,000).
 - Sidewalk grinding (\$30,000).
 - Traffic engineering consultant (\$25,000).
 - Traffic lights (\$35,000).
 - Sign materials and paint (\$30,000).
 - Traffic control equipment (\$5,000).
 - Road materials and supplies (\$74,000).
 - Sidewalk materials (\$50,000).
 - Tree Inventory Survey (\$20,000).



PARKS AND RECREATION

Organizational Structure



Description:

The Parks and Recreation Department is comprised of three divisions supervised by the Parks and Recreation Director.

Administration: Provides general administration, including leadership and supervision for the other nine (9) divisions that make up the Parks and Recreation Division.

Recreation Division: Responsible for the supervision and development of a varied program of leisure time activities for the citizens of DeLand. Facilities utilized by the Recreation Division include municipal athletic facilities, Wayne G. Sanborn Activities Center, Chisholm Community Center, public museums, and “joint-use” facilities of Volusia County Schools.

Parks Division: Responsible for maintenance, supervision, and development of the park facilities within the City's Parks and Recreation Department. This includes 108 acres of developed parklands, 13 undeveloped parklands, and twenty-four (24) departmental buildings.

Mission:

To provide a comprehensive program of park space, leisure activities and special events that ensures an exceptional quality of life for the residents of the Greater DeLand Area.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
Average maintenance cost per total acres of park land	High Value Government	\$11,550	\$8,500	\$8,500
% Satisfied with City recreational programs and special events	High Value Government	90%	N/A Survey conducted every other year	95%
% Satisfied with City parks, trails and facilities	High Value Government	95%	N/A Survey conducted every other year	95%
% change in participants at Sanborn Center	High Value Government	10.25%	27%	10%
% change in participants at Chisholm Center	High Value Government	-2.45%	9%	10%
% change in participants in recreational programs and activities	High Value Government	11.1%	9.88%	10%
% Parks & Recreation budget funded through sponsorship and fees	High Value Government	16%	3.75%	3.85%

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Hosted FHSAA State Soccer Championships for the fourth straight year.
- ✓ Revenue was affected due to coronavirus.
- ✓ Completed preliminary design for the improvements and possible expansion of Melching Field.
- ✓ Special events in Earl Brown Park were once again a success (*Shamrocks & Shenanigans, Mistletoe & Music, Breakfast with Santa, Hay Day and *Easter Egg Hunt). *Cancelled due to coronavirus.
- ✓ Co-sponsored with Mike Gillislee Football Camp.
- ✓ Hosted National Football College All-Star Game.
- ✓ Hosted American High School Football All-Star Game.
- ✓ Chisholm Center served as cold weather shelter.
- ✓ Successfully held spring and fall pickleball tournaments.
- ✓ Completed a new 20-year lease agreement with Stetson University for Melching Field.

- ✓ Indicators show that our recreational participation numbers are still growing.
- ✓ Sanborn Center continues to be an overall success. Numbers have been consistently high.
- ✓ Completed new agreement with DeLand High School for facility usage.

Action Plan

Leisure Activities and Programs		
Goals & Objectives	Strategic Plan Area(s)	
1	<p>Provide a variety of leisure activities, programs or special events responsive to all age ranges, inclusive of diversity, and maximizing efforts to include donations, registration, partnerships, and sponsorships.</p> <ul style="list-style-type: none"> • Increase the overall activities by the DeLand Parks and Recreation Department by adding twelve new programs and/or special events prior to the end of fiscal year. 	<p>High Value Government & Preparing for the Future/ Sustainability</p>
2	<p>Continue planning for future population changes such as increased cultural diversity and increased senior citizen population.</p> <ul style="list-style-type: none"> • Identify population changes. 	<p>Preparing for the Future/ Sustainability</p>

Park and Facility Management		
Goals & Objectives	Strategic Plan Area(s)	
1	<p>Manage and maintain parks and facilities effectively ensuring that locations are safe, clean, and attractive.</p> <ul style="list-style-type: none"> • Inspect each park/outdoor facility at least once weekly and identify needed repairs. • Maintain a mowing schedule of once per week on Bahia grass and St. Augustine grass areas, and three times per week mowing of Bermuda turf on athletic fields, during peak growing season. 	<p>High Value Government</p>
2	<p>Continue with plan of action within ten days on how to correct issues identified during weekly inspections.</p> <ul style="list-style-type: none"> • Input work orders. • Assign staff daily to complete repairs. 	<p>High Value Government</p>
3	<p>Identify and apply for grant funds for the continued enhancement of park facilities</p> <ul style="list-style-type: none"> • At least one grant application completed prior to the end of fiscal year. • Meet quarterly with grant writer to review options, needs and process / or more frequently as needed. 	<p>Preparing for the Future/ Sustainability</p>
4	<p>Continue developing plan for expanding and developing more field and park space for athletic and recreational use prior to the end of fiscal year and submit to the City Manager.</p> <ul style="list-style-type: none"> • Review quarterly with recreation manager - participation numbers and needs for additional field space and facilities to meet the needs of the community. • Identify opportunities for grant funding. 	<p>Institute Smart Growth Principles & Preserving "Sense of Community" in the core city</p>
5	<p>Report quarterly expenditures associated with field preparation, maintenance and staffing for Stetson football and baseball games.</p> <ul style="list-style-type: none"> • Prepare expense reports quarterly identifying on-going operational expenses. 	<p>High Value Government</p>

Special Events in the Parks and at Facilities

Goals & Objectives		Strategic Plan Area(s)
1	<p>Maximize the Greater DeLand community's participation at all parks and venues.</p> <ul style="list-style-type: none"> • Manage and/or support special events in the parks and at facilities. • Host/or support a variety of Special Events that would attract the interest of all areas of our current and future diverse community. • Add four new activities, programs, or special events prior to the end of the fiscal year. 	<p>Creating the Connected Community & Preserving "Sense of Community" & High Value Government & Preparing for the Future/ Sustainability</p>
2	<p>Increase the activity at the Sanborn Center/Earl Brown Park.</p> <ul style="list-style-type: none"> • Increase the number of sponsorships for special events over the previous year. • Increase awareness of our Community Special Events and increase attendance over the previous year. • Add four new activities, programs, or special events prior to the end of the fiscal year. 	<p>Creating the Connected Community & Preserving "Sense of Community" & High Value Government</p>
3	<p>Increase the activity at the Chisholm Center.</p> <ul style="list-style-type: none"> • Increase awareness of our Community Special Events and increase attendance over the previous year. • Add four new activities, programs, or special events prior to the end of the fiscal year. 	<p>Creating the Connected Community & Preserving "Sense of Community"</p>
4	<p>Maintain close relations with Stetson facilities.</p> <ul style="list-style-type: none"> • Renew/update intergovernmental contract with Stetson facilities annually or as needed. • If approved, design and implement Melching Field renovations and expansion. 	<p>Preserving "Sense of Community" High Value Government Preparing for the Future/ Sustainability</p>

Long-Term Goals

Administration

- ✓ Complete Parks & Recreation City-wide Master Plan to identify current status and future needs in expansion.
 - Target Completion: FY 2022-2023
 - Strategic Focus Area: Institute Smart Growth Principles, Preserving a "Sense of Community"
- ✓ Implement new facility use agreement with both Stetson University and DeLand High School.
 - Target Completion: Stetson University – 2020 / HS - Ongoing
 - Strategic Focus Area: Creating Connected Community, Preparing for the Future/Sustainability
 - Review on-line registration options for facility rentals, program and activity registrations

Recreation

- ✓ Continue improving existing activities and implement new activities based on the desire and benefits to the DeLand Community.
 - Target Completion: on going
 - Strategic Focus Area: Preserving a "Sense of Community," High Value Government

Parks

- ✓ Continue to assess facilities needs due to continued growth and develop strategic plan to meet those needs.
 - Target Completion: on going
 - Strategic Focus Area: Institute Smart Growth Principles, Preparing for the Future

Intermodal Transportation Facility

- ✓ Continue with annual maintenance practices.
 - Target Completion: on going
 - Strategic Focus Area: High Value Government

Trailer Park

- ✓ Continue with annual maintenance practices.

- Target Completion: on going
- Strategic Focus Area: High Value Government

Museum

- ✓ Continue to partnership with The Historical Society.
 - Target Completion: on going
 - Strategic Focus Area: Creating Connected Community

Activity Center

- ✓ Continue to market facilities for sustainable maximum use.
 - Target Completion: on going
 - Strategic Focus Area: Creating Connected Community, High Value Government, Preparing for the Future

Stadium

- ✓ Continue to provide a quality facility in compliance with facility use contractual agreements.
 - Target Completion: on going
 - Strategic Focus Area: High Value Government

Special Events

- ✓ Continue to provide events to the community based on the present needs and desires of the current culture.
 - Target Completion: on going
 - Strategic Focus Area: Creating Connected Community, Preserving a “Sense of Community”

Chisholm Center

- ✓ Continue to provide programs and activities that meet the needs of the community.
 - Target Completion: on going
 - Strategic Focus Area: Creating Connected Community, Preserving a “Sense of Community”

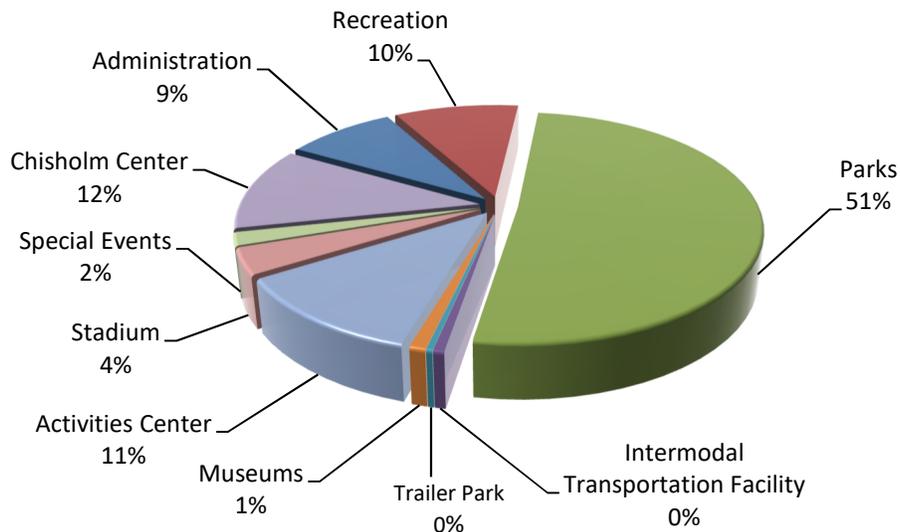
Operating Budget Comparison Total Parks & Recreation Expenditure Summary

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$1,962,730	\$2,185,039	\$2,122,161	\$2,176,410	-0.39%
Operating Expenses	982,055	1,002,075	1,013,399	1,039,483	3.73%
Grants and Aids	<u>0</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	0.00%
Total Budget	\$2,944,785	\$3,197,114	\$3,145,560	\$3,225,893	0.90%

DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Administration	\$ 287,804	\$ 275,882	\$ 274,621	\$ 276,818	0.34%
Recreation	270,008	314,135	310,807	321,084	2.21%
Parks	1,489,018	1,627,390	1,623,837	1,645,810	1.13%
Intermodal Transportation Facility	15,991	19,767	19,767	19,767	0.00%
Trailer Park	12,256	11,084	11,185	15,261	37.68%
Museums	21,406	28,731	28,702	27,202	-5.32%
Activities Center	310,819	369,760	369,179	374,582	1.30%
Stadium	115,701	117,605	117,605	115,770	-1.56%
Special Events	20,891	58,765	53,000	58,765	0.00%
Chisholm Center	<u>400,891</u>	<u>373,995</u>	<u>336,857</u>	<u>370,834</u>	-0.85%
Total Budget	\$2,944,785	\$3,197,114	\$3,145,560	\$3,225,893	0.90%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Administration	3.00	3.00	3.00	3.00	3.00
Recreation	3.50	3.50	3.50	3.50	3.50
Parks	19.84	20.84	20.84	22.84	22.59
Activities Center	5.50	5.50	5.50	5.50	5.50
Chisholm Center	<u>5.46</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>	<u>5.00</u>
Total Staffing	37.30	37.84	37.84	39.84	39.59

Parks and Recreation Expenditure Summary Fiscal Year 2021



Parks & Recreation Administration

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 270,310	\$ 258,266	\$ 257,005	\$ 259,202	0.36%
Operating Expenses	<u>17,494</u>	<u>17,616</u>	<u>17,616</u>	<u>17,616</u>	0.00%
Total Budget	\$ 287,804	\$ 275,882	\$ 274,621	\$ 276,818	0.34%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Parks & Recreation Director	E107	1.00	1.00	1.00	1.00	1.00
Office Administrator	117	0.00	0.00	0.00	1.00	1.00
Administrative Coordinator	115	1.00	1.00	2.00	1.00	1.00
Administrative Assistant III	111	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.00

Recreation

RECREATION BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 199,252	\$ 214,575	\$ 211,247	\$ 216,524	0.91%
Operating Expenses	<u>70,756</u>	<u>99,560</u>	<u>99,560</u>	<u>104,560</u>	5.02%
Total Budget	\$ 270,008	\$ 314,135	\$ 310,807	\$ 321,084	2.21%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Deputy Parks & Rec Director	E103	1.00	1.00	1.00	1.00	1.00
Recreation Manager	119	0.00	1.00	1.00	1.00	1.00
Athletics Sports Coordinator	110	1.00	0.00	0.00	0.00	1.00
Recreation Leader	109	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>
Total Full Time Staffing		3.00	3.00	3.00	3.00	3.00
Sports Supervisor	N/A	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>
Total Part Time Staffing		0.50	0.50	0.50	0.50	0.50
Total Staffing		3.50	3.50	3.50	3.50	3.50

Promoted [1.0] Recreation Leader to [1.0] Athletic Sports Coordinator.

Parks

PARKS BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$1,020,315	\$1,179,434	\$1,174,200	\$1,187,435	0.68%
Operating Expenses	<u>468,703</u>	<u>447,956</u>	<u>449,637</u>	<u>458,375</u>	2.33%
Total Budget	\$1,489,018	\$1,627,390	\$1,623,837	\$1,645,810	1.13%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Parks Superintendent	120	0.00	1.00	1.00	2.00	1.00
Parks Turf Superintendent	120	0.00	0.00	0.00	0.00	1.00
Assistant Parks Superintendent	117	1.00	1.00	1.00	1.00	1.00
Foreman II	115	1.00	1.00	1.00	0.00	0.00
Foreman I	114	2.00	1.00	1.00	1.00	1.00
Construction Technician I	114	0.00	0.00	0.00	1.00	1.00
Lead Worker	111	0.00	0.00	0.00	1.00	1.00
Maintenance Worker III	109	1.00	1.00	2.00	10.00	10.00
Maintenance Worker II	108	12.00	10.00	9.00	2.00	1.00
Maintenance Worker I	107	<u>0.00</u>	<u>3.00</u>	<u>3.00</u>	<u>2.00</u>	<u>3.00</u>
Total Full Time Staffing		17.00	18.00	18.00	20.00	20.00
Park Ranger at EB Park	N/A	1.86	1.86	1.86	1.86	1.86
Seasonal Workers/Unclassified	N/A	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>	<u>0.98</u>	<u>0.73</u>
Total Part Time Staffing		2.84	2.84	2.84	2.84	2.59
Maintenance Worker	N/A	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		0.00	0.00	0.00	0.00	0.00
Total Staffing		19.84	20.84	20.84	22.84	22.59

Replaced [1.0] Maintenance Worker II with [1.0] Maintenance Worker I. Reclassified [1.0] Parks Superintendent as [1.0] Parks Turf Superintendent. Reclassified a PT worker [0.25] to Fund 401.

Intermodal Transportation Facility

INTERMODAL TRANSPORTATION FACILITY BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20	
Operating Expenses	\$ 15,991	\$ 19,767	\$ 19,767	\$ 19,767	0.00%	
Total Staffing	\$ 15,991	\$ 19,767	\$ 19,767	\$ 19,767	0.00%	
STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET

None

Trailer Park

TRAILER PARK BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20	
Operating Expenses	\$ 12,256	\$ 11,084	\$ 11,185	\$ 15,261	37.68%	
Total Staffing	\$ 12,256	\$ 11,084	\$ 11,185	\$ 15,261	37.68%	
STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET

None

Museums

HISTORICAL MUSEUM BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20	
Operating Expenses	\$ 21,406	\$ 18,731	\$ 18,702	\$ 17,202	-8.16%	
Grants and Aids	-	10,000	10,000	10,000	0.00%	
Total Budget	\$ 21,406	\$ 28,731	\$ 28,702	\$ 27,202	-5.32%	
STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET

None

Activities Center

SANBORN ACTIVITIES CENTER BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 204,706	\$ 255,084	\$ 242,013	\$ 248,506	-2.58%
Operating Expenses	106,113	114,676	127,166	126,076	9.94%
Total Budget	\$ 310,819	\$ 369,760	\$ 369,179	\$ 374,582	1.30%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Center Director	115	1.00	1.00	1.00	1.00	1.00
Marketing/Special Event Coord.	114	1.00	1.00	1.00	1.00	1.00
Administrative Assistant III	111	0.00	0.00	0.00	1.00	1.00
Maintenance Worker II	108	1.00	1.00	0.00	0.00	1.00
Administrative Assistant II	108	0.00	1.00	1.00	0.00	0.00
Maintenance Worker I	107	1.00	1.00	2.00	2.00	1.00
Total Full Time Staffing		4.00	5.00	5.00	5.00	5.00
Administrative Assistant II	N/A	1.00	0.00	0.00	0.00	0.00
Maintenance Worker II	N/A	0.50	0.50	0.50	0.50	0.50
Total Part Time Staffing		1.50	0.50	0.50	0.50	0.50
Total Staffing		5.50	5.50	5.50	5.50	5.50

Promoted [1.0] Maintenance Worker I to [1.0] Maintenance Worker II.

Stadium

SPEC MARTIN STADIUM BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Operating Expenses	\$ 115,701	\$ 117,605	\$ 117,605	\$ 115,770	-1.56%
Total Budget	\$ 115,701	\$ 117,605	\$ 117,605	\$ 115,770	-1.56%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
None					

Special Events

SPECIAL EVENTS BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 2,444	\$ 10,765	\$ 7,500	\$ 10,765	0.00%
Operating Expenses	18,447	48,000	45,500	48,000	0.00%
Total Budget	\$ 20,891	\$ 58,765	\$ 53,000	\$ 58,765	0.00%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
None					

Chisholm Center

CHISHOLM CENTER BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 265,703	\$ 266,915	\$ 230,196	\$ 253,978	-4.85%
Operating Expenses	<u>135,188</u>	<u>107,080</u>	<u>106,661</u>	<u>116,856</u>	9.13%
Total Budget	\$ 400,891	\$ 373,995	\$ 336,857	\$ 370,834	-0.85%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Center Director	115	1.00	1.00	1.00	1.00	1.00
Maintenance Worker III	109	0.00	0.00	0.00	1.00	1.00
Recreation Leader	109	0.00	0.00	0.00	0.00	1.00
Administrative Assistant II	108	1.00	0.00	0.00	0.00	0.00
Maintenance Worker II	108	1.00	1.00	1.00	0.00	0.00
Recreation Assistant	106	<u>1.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>1.00</u>
Total Full Time Staffing		4.00	4.00	4.00	4.00	4.00
Gym Supervisor	N/A	<u>1.46</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		1.46	1.00	1.00	1.00	1.00
Seasonal Employees/Lifeguards						
Total Staffing		5.46	5.00	5.00	5.00	5.00

Promoted [1.0] Recreation Assistant to [1.0] Recreation Leader.

Management Discussion

- ✓ Total expenses increased by 0.90%.
- ✓ Personal Services decreased by 0.39%.
- ✓ Operating expenses increased by 3.73% mainly due to improvements at Sperling Sports Complex.
- ✓ Trailer Park expenses increased by 37.68% mainly due to an increase in Water and Sewer expense (\$8,504).
- ✓ Grants & Aids remains the same with a donation to the West Volusia Historical Society (\$10,000).
- ✓ Includes funding for:
 - Sports officials fees (\$24,500).
 - Sports, recreational & youth athletic equipment (\$9,180).
 - Summer sports camp (\$3,420).
 - Uniforms (basketball, football, soccer) (\$30,140).
 - Rental fee for Sports Complex (\$20,357).
 - Marketing (\$12,000).
 - Mayor's Fitness Challenge (\$1,200)
 - 4th July fireworks (\$17,000).
 - Stetson football expenses (\$5,300).
 - Special Event funding (\$30,000).

TRANSFERS AND CONTINGENCY

Description:

The Transfers was established to provide funding for the General Fund capital projects, city contribution to the Homeless Shelter Fund, General Fund debt services and the city portion of grant funded projects. The Contingency was established to provide funding for unseen items, emergency repairs, unexpected purchases. The Reserve Contingency was established to reserve funds for the future projects or costs that not finalized due to ongoing negotiations.

Operating Budget Comparison

BUDGET SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Transfers	\$1,155,976	\$3,461,214	\$3,656,671	\$2,407,231	-30.45%
Contingency / Reserve Contingency	<u>33,270</u>	<u>797,500</u>	<u>722,500</u>	<u>941,985</u>	18.12%
Total Budget	\$1,189,246	\$4,258,714	\$4,379,171	\$3,349,216	-21.36%

Transfers

Transfer to Homeless Shelter Fund	\$ 50,000
Transfer to Capital Fund	379,837
Transfer to Debt Service Fund	1,753,150
Transfer to Grants & Special Revenue Fund	<u>224,244</u>
Total	\$ 2,407,231

Contingency / Reserve Contingency

Contingency	\$ 479,485
Reserve Contingency	<u>462,500</u>
Total	\$ 941,985

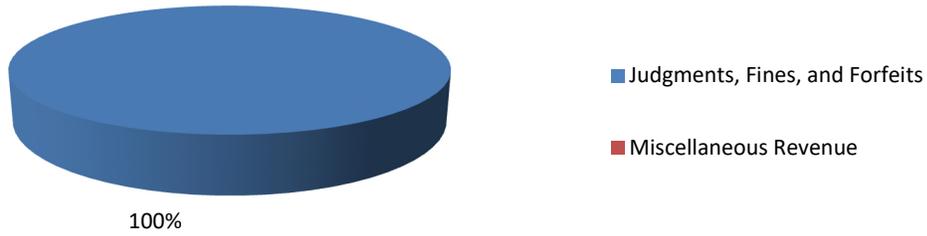
Management Discussion

- ✓ Transfers decreased by 30.45% due to decrease in transfers to the Capital Fund in FY2020-2021.
- ✓ Contingency / Reserve Contingency increased by 18.12%.

CONFISCATED TRUST FUND

Revenue Summary

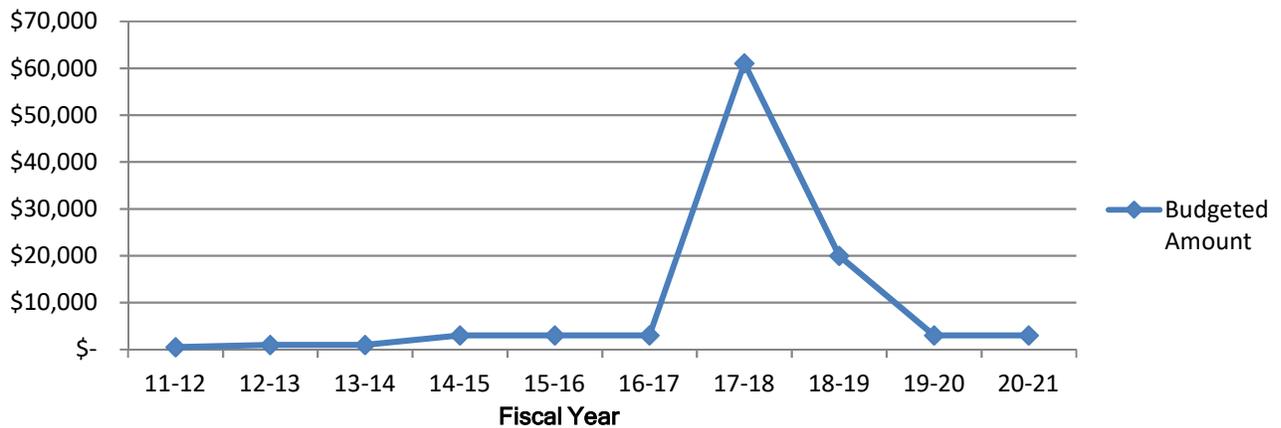
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Judgments, Fines, and Forfeits	\$ 5,245	\$ 3,000	\$ 3,000	\$ 3,000	0.00%
Miscellaneous Revenue	<u>851</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Confiscated Trust Fund Revenue	\$ 6,096	\$ 3,000	\$ 3,000	\$ 3,000	0.00%



Management Discussion

Historically the City has provided funding for criminal investigations and forfeiture filing fees by budget amendment as the funds are needed. Included in this fiscal year's budget is \$3,000 for forfeiture filing fees.

History of Revenues



CONFISCATED TRUST FUND

Expenditure Summary

Description:

This program is used to account for funds received through the federal forfeitures program. This program passes funds seized during drug arrests back to the arresting agency.

Operating Budget Comparison

<u>BUDGET DESCRIPTION</u>	<u>2018-19 ACTUAL</u>	<u>2019-20 BUDGET</u>	<u>2019-20 ESTIMATED</u>	<u>2020-21 BUDGET</u>	<u>% Change from 2019-20</u>
Operating Expenses	\$ 0	\$ 3,000	\$ 4,000	\$ 3,000	0.00%
Total Budget	\$ 0	\$ 3,000	\$ 4,000	\$ 3,000	0.00%
<u>STAFFING</u>	<u>2016-17 BUDGET</u>	<u>2017-18 BUDGET</u>	<u>2018-19 BUDGET</u>	<u>2019-20 BUDGET</u>	<u>2020-21 BUDGET</u>
None					
<u>CAPITAL OUTLAY</u>	<u>Amount</u>				
None					

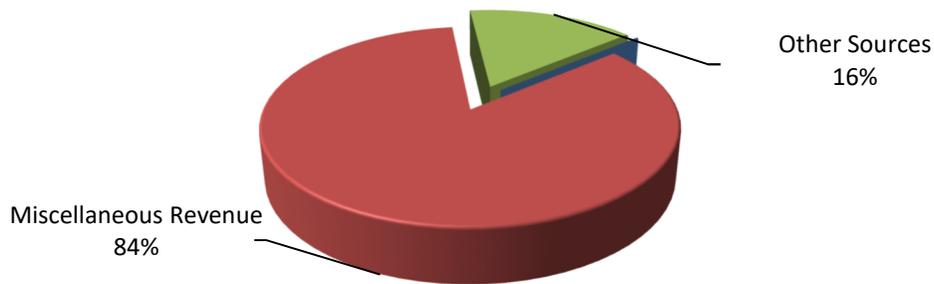
Management Discussion

- ✓ Includes funding for:
 - Forfeiture filing fees (\$3,000).

HOMELESS SHELTER FUND

Revenue Summary

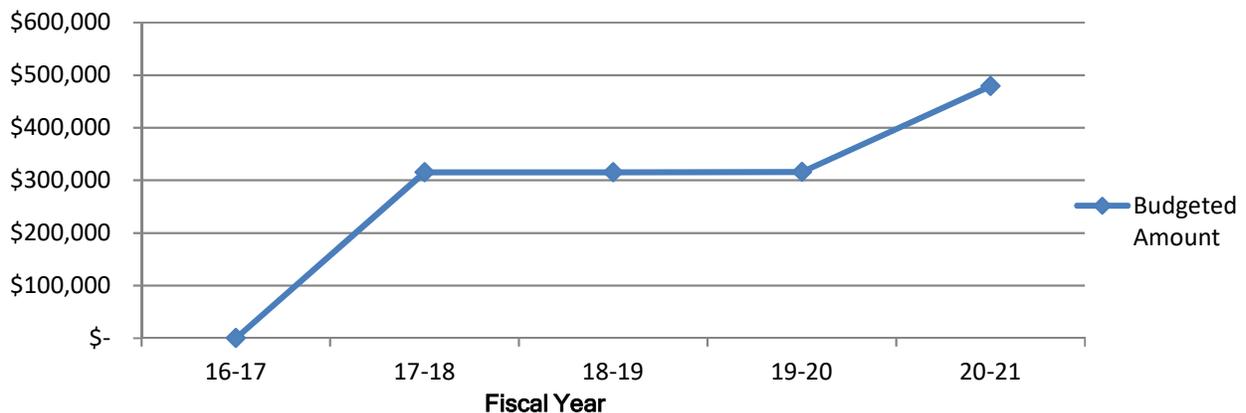
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Intergovernmental Revenue	\$ 0	\$ 25,000	\$ 25,000	\$ 0	-100.00%
Miscellaneous Revenue	102,534	240,825	240,825	404,330	67.89%
Other Sources	<u>50,000</u>	<u>50,000</u>	<u>50,000</u>	<u>75,000</u>	50.00%
Total Confiscated Trust Fund Revenue	\$ 152,534	\$ 315,825	\$ 315,825	\$ 479,330	51.77%



Management Discussion

The Homeless Shelter Fund was created in FY2016-2017 to report the specific revenues and expenses to operate the City's homeless shelter. Intergovernmental revenue represents funding supplied by Volusia County, while miscellaneous revenue represents religious, corporate and personal donations to fund operations. Other sources represent the City's contribution of \$50,000 and use of reserves.

History of Revenues



HOMELESS SHELTER FUND

Expenditure Summary

Description:

The Homeless Shelter Fund is used to account for the operating expenses and capital outlay associated with the City's homeless shelter.

Operating Budget Comparison

<u>BUDGET DESCRIPTION</u>	<u>2018-19 ACTUAL</u>	<u>2019-20 BUDGET</u>	<u>2019-20 ESTIMATED</u>	<u>2020-21 BUDGET</u>	<u>% Change from 2019-20</u>
Operating Expenses	\$ 697	\$ 315,825	\$ 315,825	\$ 479,330	51.77%
Total Budget	\$ 697	\$ 315,825	\$ 315,825	\$ 479,330	51.77%

<u>STAFFING</u>	<u>2016-17 BUDGET</u>	<u>2017-18 BUDGET</u>	<u>2018-19 BUDGET</u>	<u>2019-20 BUDGET</u>	<u>2020-21 BUDGET</u>
None					

<u>CAPITAL OUTLAY</u>	<u>Amount</u>
None	

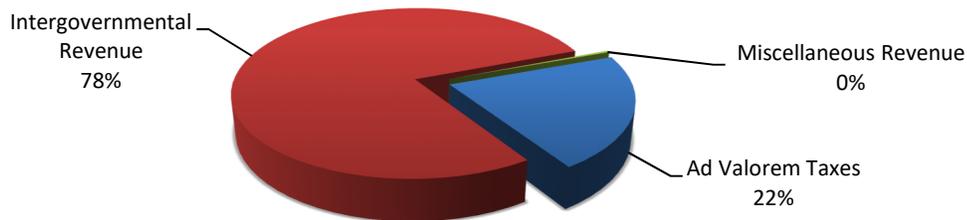
Management Discussion

- ✓ Includes funding for:
 - Contracted services with Neighborhood Center of West Volusia to operate the homeless shelter (\$470,363).
 - Property coverage of the homeless shelter (\$8,967).

SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Ad Valorem Taxes	\$ 12,518	\$ 39,654	\$ 39,223	\$ 77,459	95.34%
Intergovernmental Revenue	177,446	197,319	546,890	284,402	44.13%
Miscellaneous Revenue	11,348	0	7,460	1,200	100.00%
Other Sources	<u>610,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Spring Hill CRA Revenue	\$ 811,312	\$ 236,973	\$ 593,573	\$ 363,061	53.21%

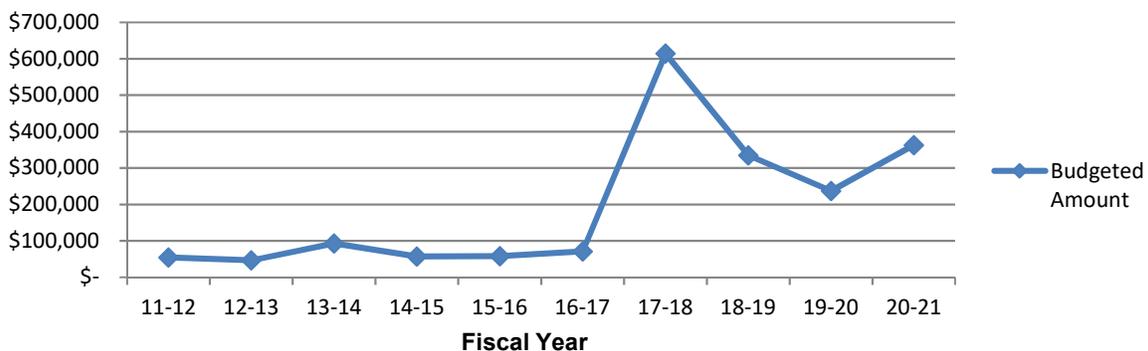


Management Discussion

The Spring Hill Community Redevelopment District for the Spring Hill area was established in 2004 under Florida Community Redevelopment Act of 1959 F.S. 163.330. The plan was amended in March 2011 and is currently valid through 2044. This fund accounts for revenues from the Spring Hill tax increment district which are based on millage rates set by the governmental entities using the incremental increase in taxable value of property located within the district since its inception. The city's portion is included in Ad Valorem Taxes while the other government entities are included in Intergovernmental Revenue.

Miscellaneous revenues include interest earnings, late fees from lessees, and billings for parking lot leases. These revenues are then used to fund programs and projects identified in the Spring Hill Redevelopment Plan adopted by the Spring Hill Community Redevelopment Agency.

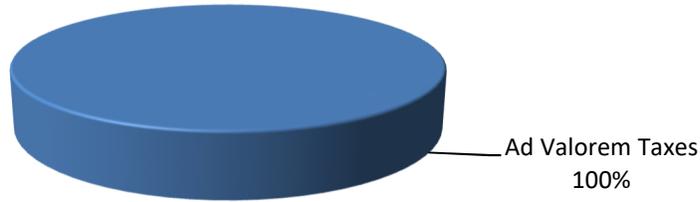
History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Ad Valorem Taxes Revenue Summary

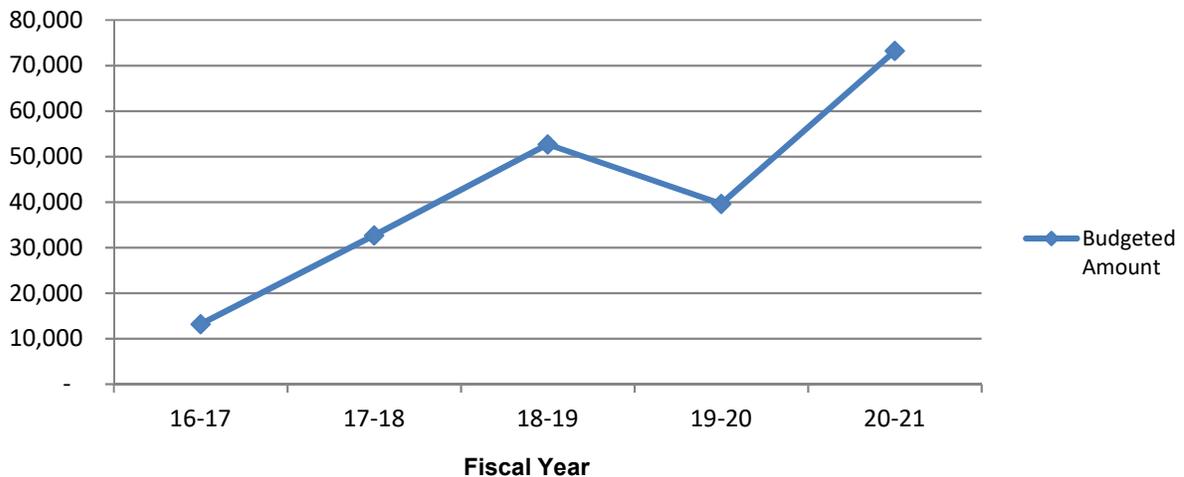
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Ad Valorem Taxes	\$ 12,518	\$ 39,654	\$ 39,223	\$ 77,459	95.34%
Total Ad Valorem Tax Revenue	\$ 12,518	\$ 39,654	\$ 39,223	\$ 77,459	95.34%



Management Discussion

The property appraiser has released \$62,491,571 as the July 1st preliminary estimated taxable value of property located within the district's limits. This represents an \$12,018,690 incremental change in the district's tax base and an increase of \$5,932,745 in taxable value since last year. FY2020-2021 budget is based on the preliminary incremental change in value calculated using the City's operating millage rate of 6.7841.

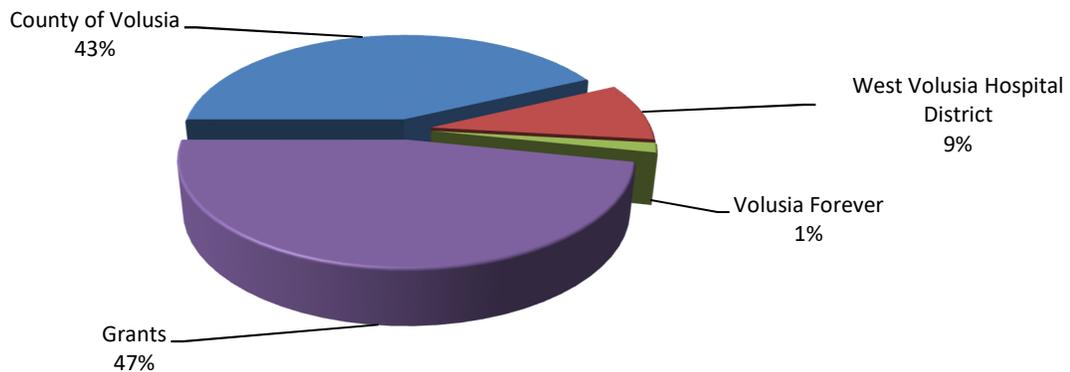
History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Intergovernmental Revenue Summary

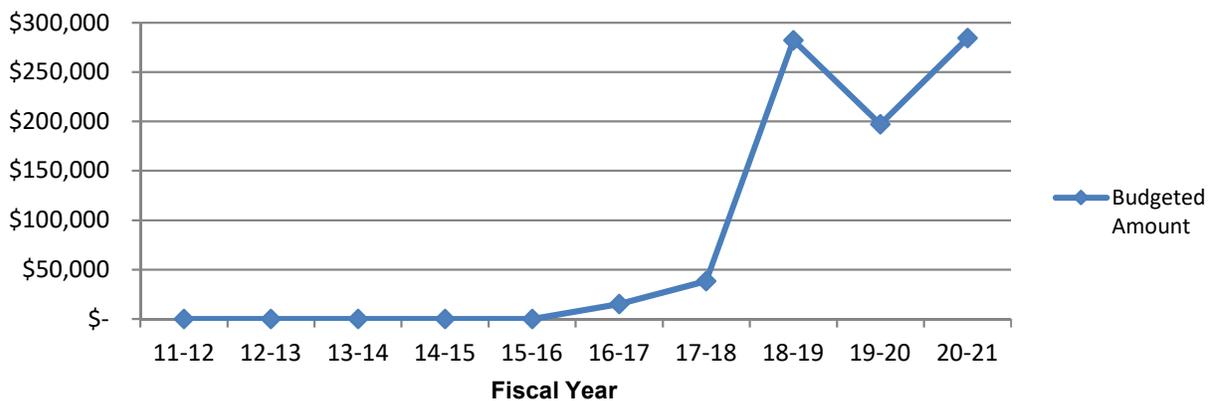
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
County of Volusia	\$ 91,327	\$ 129,576	\$ 122,436	\$ 121,974	-5.87%
West Volusia Hospital District	7,300	30,712	25,464	25,392	-17.32%
Volusia Forever	1,005	4,150	4,155	4,155	0.12%
Grants	<u>77,814</u>	<u>32,881</u>	<u>394,835</u>	<u>132,881</u>	304.13%
Total Ad Valorem Tax Revenue	\$ 177,446	\$ 197,319	\$ 546,890	\$ 284,402	44.13%



Management Discussion

Governmental agencies that contribute to the Spring Hill Community Redevelopment Trust Fund include Volusia County, Volusia Forever and the West Volusia Hospital District. FY2020-2021 budget is prior year collections from each of the taxing authorities. Grants include CDBG funds which cover a portion of salaries in the and a Connection Assistant Grant for \$100,000.

History of Revenues



SPRING HILL COMMUNITY REDEVELOPMENT TRUST FUND

Expenditure Summary

Description:

The Spring Hill Community Redevelopment Agency (the "CRA") is a planning agency established by the County Council of Volusia County in partnership with the City of DeLand. The purpose of the CRA is to foster and directly assist in the redevelopment of the Community Redevelopment Area in order to eliminate blight, create a sustainable community and encourage economic growth, thus improving the attractiveness and quality of life for the benefit of the CRA District, the City of DeLand, and County of Volusia.

Mission:

Manage the Spring Hill CRA by implementing measures to reduce blight and increase economic development in the designated area thus increasing property values and quality of life.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% change in property values over prior year	High Value Government	7.96%	10.49%	8%
# of property improvement grants	High Value Government	3	3	3

Fiscal Year 2019-2020 Achievements

- ✓ Modified and improved services offered at the Resource Center to be in line with grant funding requirements.
- ✓ Provided three property improvement grants.
- ✓ Successfully completed the annual Mayor's Backpack Giveaway event.
- ✓ Started construction on the new Dr. Joyce M. Cusack Resource Center.

Action Plan

Spring Hill Development		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Work with Spring Hill Resource Center and other community partners in the overall development and maintenance of the Spring Hill Redevelopment Plan.</p> <ul style="list-style-type: none"> • By end of fiscal year determine the % change in number of residents served by the Spring Hill Resource Center over prior year. • By end of fiscal year request additional grant funding from the State of Florida for the next phase of sanitary sewer construction. • Provide property improvement grant program for up to 5 residential and business owners before fiscal year end. 	<p>Preserving "Sense of Community"</p>

Outreach & Communication

	Goals & Objectives	Strategic Plan Area(s)
1	Enhance communication with the Spring Hill Community. <ul style="list-style-type: none"> • Develop and disseminate a monthly newsletter. • Update the Spring Hill Website and other communication channels to increase usefulness and communication. 	Preserving "Sense of Community" & Communication

Long-Term Goals

- ✓ Increase the availability of grants (septic abandonment, sewer connection, exterior improvement, and others).
 - Target Start: FY2020-2021 and continue beyond
 - Strategic Focus Area: High Value Government
- ✓ Improve and increase the infrastructure (streets, sidewalks, lighting, water and sewer).
 - Target Start: FY2020-2021 and continue beyond
 - Strategic Focus Area: High Value Government, Creating Connected Community, & Preparing for the Future.
- ✓ Attract business development within the CRA.
 - Target Completion: FY2020-2021 and continue beyond
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Increase employment opportunity for area residents.
 - Target Completion: FY2020-2021 and continue beyond
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Locate and build a permanent and appropriately sized resource center facility within the core of Spring Hill.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 1,662	\$ 103,077	\$ 103,077	\$ 103,648	0.55%
Operating Expenses	28,256	16,700	37,534	45,812	174.32%
Capital Outlay	181,451	0	987,476	0	N/A
Grants & Aid	5,032	5,000	5,000	105,000	2000.00%
Transfers	292,400	45,000	25,571	39,571	-12.06%
Contingency	0	67,196	0	69,030	2.73%
Total Budget	\$ 508,801	\$ 236,973	\$1,158,658	\$ 363,061	53.21%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Spring Hill Ctr Administrator	115	0.00	0.00	0.00	1.00	1.00
Administrative Assistant I	107	0.00	0.00	0.00	1.00	1.00
Total Full Time Staffing		0.00	0.00	0.00	2.00	2.00

CAPITAL OUTLAY	Amount
None	\$ -

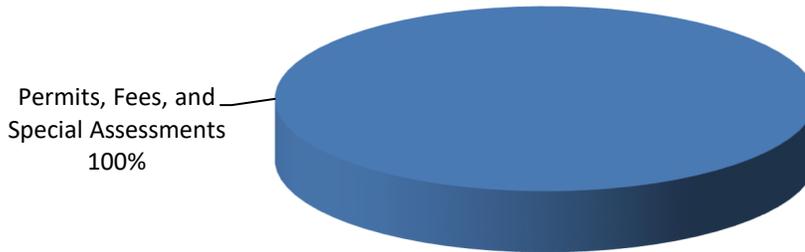
Management Discussion

- ✓ Total expenses increased by 53.21%.
- ✓ Personal Services increased by 0.55%.
- ✓ Operating expenses increased by 174.32% mainly due to the addition of janitorial services (\$18,000) and an increase in insurance (\$5,734).
- ✓ Grants increased by 2,000% due to a Connection Assistance Grant (\$100,000).
- ✓ Includes funding for:
 - Exterior improvement grants (\$5,000).
 - Contingency (\$69,030).
- ✓ Transfers decreased by 12.06% due to a reduction in transfers that were made to cover IT purchases made in FY19-20.

GOVERNMENTAL IMPACT FEES TRUST FUND

Revenue Summary

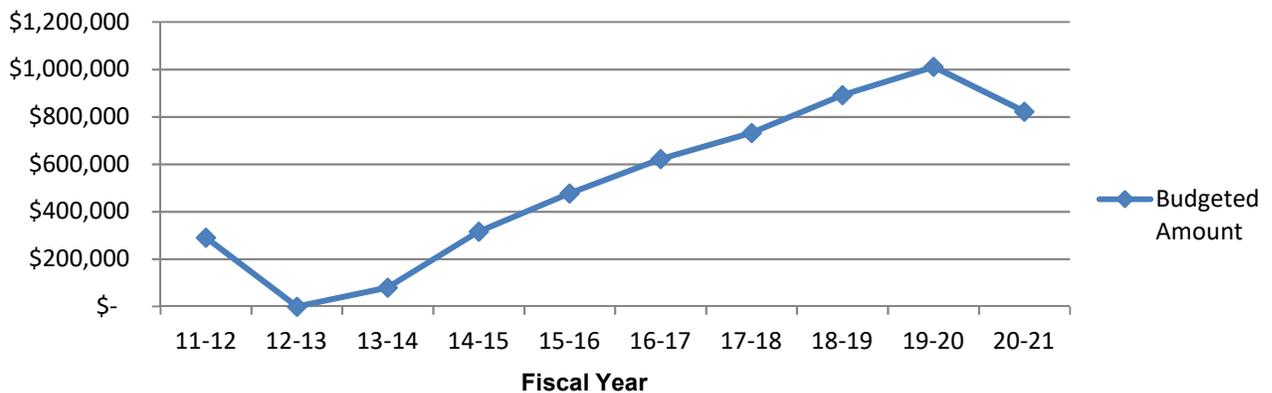
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Permits, Fees, and Special Assessments	\$ 806,696	\$ 1,011,500	\$ 1,011,000	\$ 822,157	-18.72%
Miscellaneous Revenue	<u>8,620</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total GIFT Fund Revenue	\$ 815,316	\$ 1,011,500	\$ 1,011,000	\$ 822,157	-18.72%



Management Discussion

The City accounts for Police Impact Fees, Fire Impact Fees, General Government Buildings Impact Fees, and Parks and Recreation Impact Fees paid by new construction to fund growth related projects.

History of Revenues



GOVERNMENTAL IMPACT FEES TRUST FUND

Expenditure Summary

Description:

The Governmental Impact Fees Trust Fund was established to budget and account for projects using revenue collected from various impact fees paid by new construction, including Fire, Parks and Recreation, Police, and General Governmental building Impact fees.

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Operating Expenses	\$ 32,950	\$ 0	\$ 0	\$ 0	N/A
Capital Outlay	7,800	226,875	58,875	0	-100.00%
Debt Service	360,431	0	0	0	N/A
Transfers	<u>200,000</u>	<u>784,625</u>	<u>765,994</u>	<u>822,157</u>	4.78%
Total Budget	\$ 601,181	\$1,011,500	\$ 824,869	\$ 822,157	-18.72%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
None					

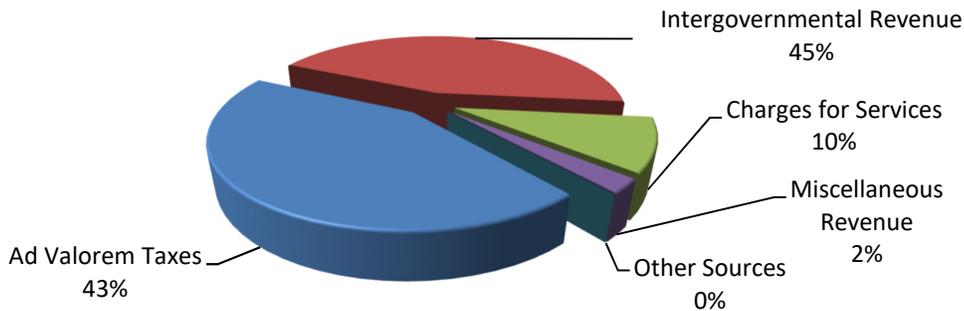
Management Discussion

- ✓ FY2020-2021 anticipated revenue will be used towards principal and interest payments for the following:
 - Earl Brown Park (Debt Service) - \$247,926.
 - City Hall (Debt Service) - \$211,000.
 - Reimbursement to the Hurricane Reserve (General Fund) - \$200,000.
 - Sterling Sports Complex (Debt Service) - \$48,477
 - New Fire Station #81 (Debt Service) - \$73,000.
 - Police Evidence Building (Debt Service) - \$41,754.

COMMUNITY REDEVELOPMENT TRUST FUND

Revenue Summary

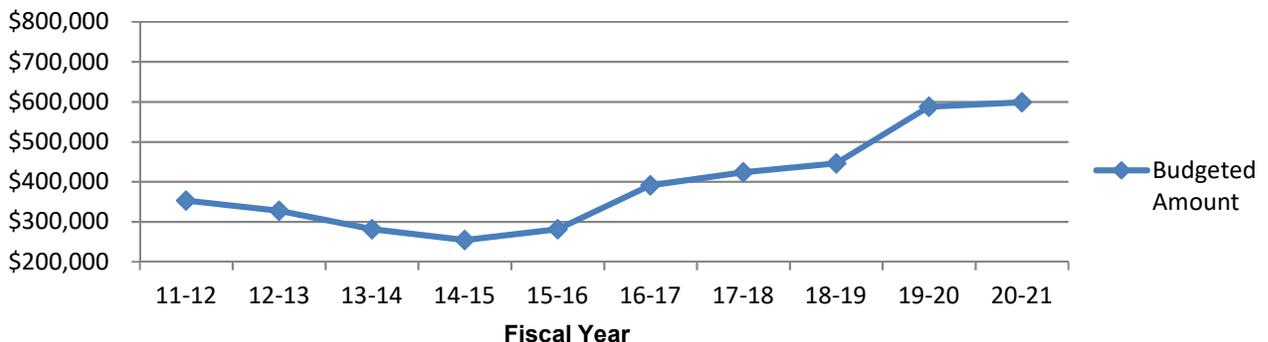
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Ad Valorem Taxes	\$ 180,291	\$ 233,124	\$ 232,354	\$ 259,206	11.19%
Intergovernmental Revenue	211,497	280,710	267,499	267,499	-4.71%
Charges for Services	56,958	59,420	58,070	58,105	-2.21%
Miscellaneous Revenue	24,357	14,604	21,663	14,604	0.00%
Other Sources	<u>500,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Community Redev Fund	\$ 973,103	\$ 587,858	\$ 579,586	\$ 599,414	1.97%



Management Discussion

The Community Redevelopment District for the downtown area was established in 1983 under Florida Community Redevelopment Act of 1959 F.S. 163.330. The plan was amended in June 2005 and extended the plan’s duration 20 years. The plan was again amended in January 2019 and extended the plan’s duration an additional 10 years. The downtown CRA plan is currently valid through September 2035. This fund accounts for revenues from the downtown tax increment district which are based on millage rates set by the governmental entities using the incremental increase in taxable value of property located within the district since its inception. Charges for services represent revenues from tenants of the historic “Fish Building” owned by the City of DeLand and located in the downtown district. Miscellaneous revenues include interest earnings, late fees from lessees, and billings for fire insurance premiums to specified lessees. These revenues are then used to fund programs and projects identified in the Downtown Redevelopment Plan adopted by the Community Redevelopment Agency. Other Sources represent a use of reserves to fund the on-going expenses of the CRA that will not be covered by other revenue sources.

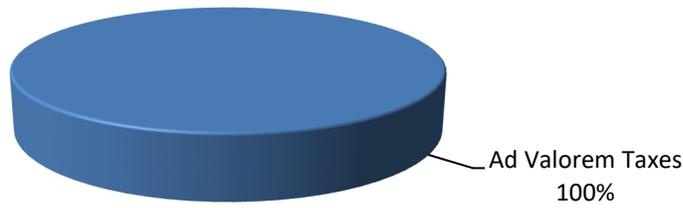
History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Ad Valorem Taxes Revenue Summary

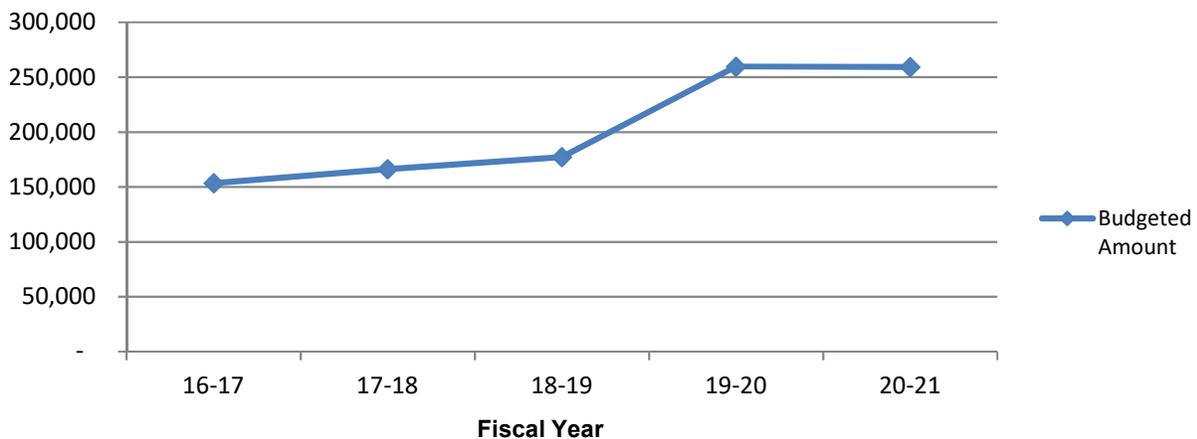
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Ad Valorem Taxes	\$ 180,291	\$ 233,124	\$ 232,354	\$ 259,206	11.19%
Total Ad Valorem Tax Revenue	\$ 180,291	\$ 233,124	\$ 232,354	\$ 259,206	11.19%



Management Discussion

The property appraiser has released \$60,253,313 as the July 1st preliminary estimated taxable value of property located with the district's limits. This represents a \$40,218,850 incremental change in the district's tax base and an increase of \$4,166,376 in taxable value since last year. FY2020-2021 budget is based on the preliminary incremental change calculated against the City's operating millage rate of 6.7841.

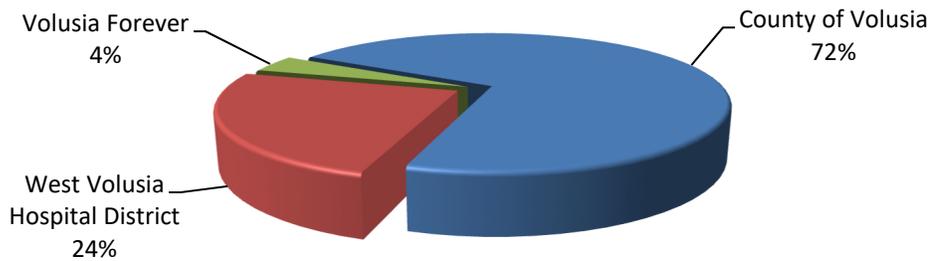
History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Intergovernmental Revenue Summary

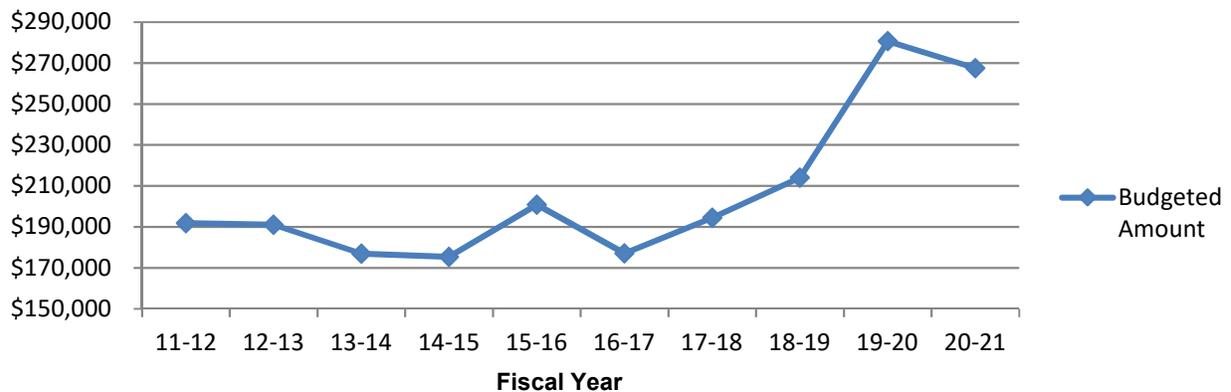
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
County of Volusia	\$ 146,691	\$ 195,678	\$ 191,457	\$ 191,457	-2.16%
West Volusia Hospital District	56,965	74,743	65,349	65,349	-12.57%
Volusia Forever	<u>7,841</u>	<u>10,289</u>	<u>10,693</u>	<u>10,693</u>	3.93%
Total Ad Valorem Tax Revenue	\$ 211,497	\$ 280,710	\$ 267,499	\$ 267,499	-4.71%



Management Discussion

Governmental agencies that contribute to the Community Redevelopment Trust Fund include Volusia County, Volusia Forever and the West Volusia Hospital District. FY2020-2021 budget is based on the City's preliminary value calculated using the City's operating millage of 6.7841.

History of Revenues



COMMUNITY REDEVELOPMENT TRUST FUND

Expenditure Summary

Description:

The Community Redevelopment Trust Fund is used to build and maintain downtown infrastructure and streetscape enhancement, improve the exterior facades of existing buildings, encourage redevelopment of underutilized properties and structures, provide assistance with special events, and remove blighted structures. The fund also assists with economic enhancement by contributing to the operation of MainStreet DeLand Association.

Mission:

Manage the Downtown CRA by implementing measures to reduce blight and increase economic development in the designated area thus increasing property values and quality of life.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% change in property values over prior year	High Value Government	17.82%	7.43%	8%
# of events (downtown)	Preserving "Sense of Community"	46	50	52
Storefront occupancy rate	Preserving "Sense of Community"	98%	97%	97%

Fiscal Year 2019 – 2020 Accomplishments

- ✓ Completed the W. Indiana Avenue streetscape rejuvenation project.
- ✓ Worked with Georgia Avenue merchants on filling out the Georgia Avenue directory sign.
- ✓ Kicked off the wayfinding signage update project.
- ✓ Installed new sculptures in the downtown.
- ✓ Awarded three grants for various property improvements.
- ✓ Memorandum of Understanding was approved with the developer for the Former County Jail Property.

Action Plan

Promotion and Events	
Goals & Objectives	Strategic Plan Area(s)
1 Continue the Regional Marketing Program established with MainStreet DeLand Association to promote DeLand on a local, regional, national and international basis to develop business in the downtown. <ul style="list-style-type: none"> • Utilize multiple venues with a minimum of 24 ads annually. 	Preserving "Sense of Community"
2 Promote downtown events as a means of attracting consumers, visitors, and residents. <ul style="list-style-type: none"> • Provide a minimum of 10 events annually. 	Preserving "Sense of Community"

Downtown Development

Goals & Objectives		Strategic Plan Area(s)
1	Work with MainStreet DeLand Association and other agencies and groups in the overall development and maintenance of the Downtown Redevelopment Plan. <ul style="list-style-type: none"> • In accordance with the 10-year replacement plan for street/park furniture by September 30th as required. • Complete one new mural by September 30th. • Work with the Museum of Florida Art to rotate downtown sculptures on an annual/biannual basis. • Complete Georgia Avenue Streetscape by September 30th. • Maintain a storefront occupancy rate of at least 90% 	Preserving "Sense of Community"
2	Award a minimum of 5 grants annually. By February, 2020 forward MainStreet Grant Committee recommendations to CRA for award.	Preserving "Sense of Community"

Long-Term Goals

- ✓ Maintain aesthetics of the downtown.
 - Target Completion: FY2020-2021 and continue beyond
 - Strategic Focus Area: Creating A Sense of Community & Creating the Connected Community
- ✓ Look for ways to create more residential space in the downtown.
 - Target Completion: FY2020-2021 and continue beyond
 - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth
- ✓ Expand the downtown look and feel beyond the traditional core.
 - Target Completion: FY2020-2021 and continue beyond
 - Strategic Focus Area: Creating a Sense of Community, & Institute Smart Growth

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Operating Expenses	\$ 328,645	\$ 307,733	\$ 433,575	\$ 338,821	10.10%
Capital Outlay	0	0	0	0	N/A
Grants and Aid	16,548	25,000	25,000	27,500	10.00%
Transfers	18,704	0	27,011	38,435	100.00%
Contingency	<u>0</u>	<u>255,125</u>	<u>0</u>	<u>194,658</u>	-23.70%
Total Budget	\$ 363,897	\$ 587,858	\$ 485,586	\$ 599,414	1.97%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
None					

CAPITAL OUTLAY	Amount
None	

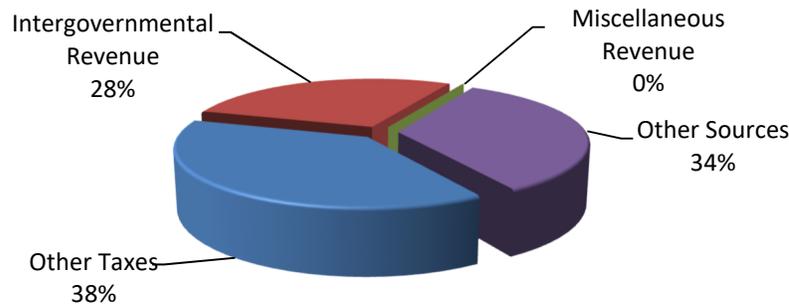
Management Discussion

- ✓ Total expenses increased by 1.97%.
- ✓ Operating expenses increased by 10.10% mainly due to bringing back the Downtown Sculpture Program (\$15,000) and an increase in insurance costs (\$3,721).
- ✓ Includes funding for:
 - MainStreet DeLand contract (\$100,000).
 - Special Events (\$54,029).
 - Downtown Sculpture Program (\$15,000).

GRANTS AND SPECIAL REVENUE FUND

Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Other Taxes	\$ 266,940	\$ 264,592	\$ 264,050	\$ 255,331	-3.50%
Intergovernmental Revenue	700,923	186,328	186,328	186,328	0.00%
Miscellaneous Revenue	7,864	0	0	0	N/A
Other Sources	<u>933,000</u>	<u>224,900</u>	<u>226,051</u>	<u>224,244</u>	-0.29%
Total Grants & Special Revenue Fund	<u>\$ 1,908,727</u>	<u>\$ 675,820</u>	<u>\$ 676,429</u>	<u>\$ 665,903</u>	-1.47%

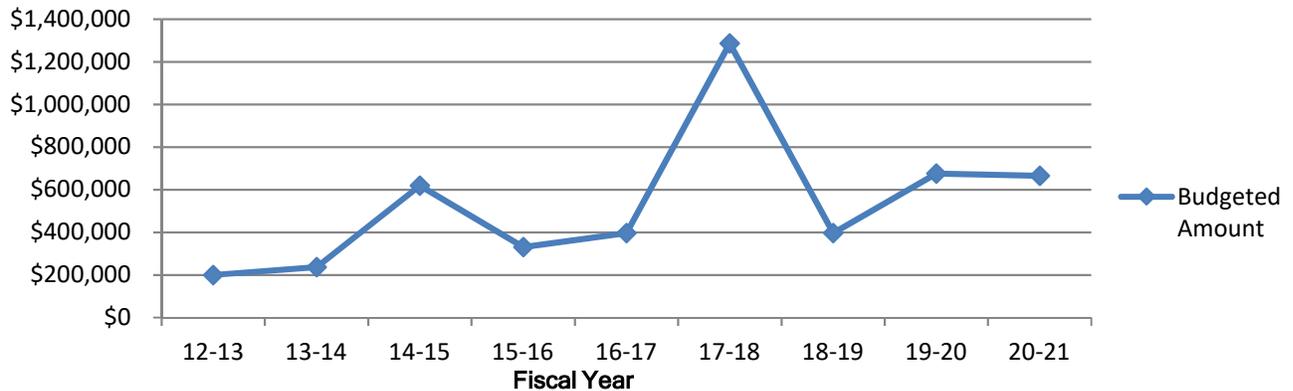


Management Discussion

This fund was created during FY2011-2012 to report specific revenues for non-payroll operating and capital expenses that are funded by grants or other types of special revenues. Previously these revenues were reported in Fund 300 – Capital & Grant Projects Fund – which has been renamed Capital Fund and is only for General Fund capital purchases not funded by grants or other types of special revenues.

Other Taxes reflects revenue from Local Option Gas Taxes to be used for street resurfacing. Intergovernmental revenue reflects anticipated CDBG funding for Right of Way ADA Improvements (\$186,328). Other Sources contains a transfer from the General Fund for resurfacing (\$224,244) from the City's PILOT program.

History of Revenues



GRANTS AND SPECIAL REVENUE FUND Expenditure Summary

Description:

The Grants and Special Revenue Fund account for capital projects and operating expenses that are funded by grant allocations, and street resurfacing which is funded by the Local Option Gas Tax (2nd Option). The Grants and Special Revenue Fund is a separate fund that will be utilized by the General Government, Community Development, Public Safety, Public Works, and Parks and Recreation divisions.

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Operating Expenses	\$ 288,197	\$ 489,492	\$ 489,492	\$ 479,575	-2.03%
Capital Outlay	732,712	186,328	186,328	186,328	0.00%
Grants & Aid	<u>54,749</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Budget	\$1,075,658	\$ 675,820	\$ 675,820	\$ 665,903	-1.47%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
None					

CAPITAL OUTLAY	Amount
Right of Way and ADA Improvements	\$ 186,328
Total Capital Outlay	\$ 186,328

Management Discussion

- ✓ Total expenses decreased 1.47%.
- ✓ Capital outlay remains the same as FY19-20.
- ✓ Includes funding for:
 - Street resurfacing (\$479,575).
 - Right of way and ADA improvements (\$186,328).

DEBT SERVICE FUND

Expenditure Summary

Description:

The Debt Service Fund was established to make it easier for citizens to read the City's budget by removing the peaks and valleys in the total General Fund budget number caused by debt financing. The Debt Service Fund is a separate fund that will be utilized by the General Government, Community Development, Public Safety, Public Works, and Parks and Recreation departments.

Operating Budget Comparison

<u>BUDGET DESCRIPTION</u>	<u>2018-19 ACTUAL</u>	<u>2019-20 BUDGET</u>	<u>2019-20 ESTIMATED</u>	<u>2020-21 BUDGET</u>	<u>% Change from 2019-20</u>
Debt Service	\$ 0	\$2,254,212	\$2,003,030	\$2,466,820	9.43%
Total Budget	\$ -	\$2,254,212	\$2,003,030	\$2,466,820	9.43%

<u>STAFFING</u>	<u>2016-17 BUDGET</u>	<u>2017-18 BUDGET</u>	<u>2018-19 BUDGET</u>	<u>2019-20 BUDGET</u>	<u>2020-21 BUDGET</u>
None					

<u>CAPITAL OUTLAY</u>	<u>Amount</u>
None	

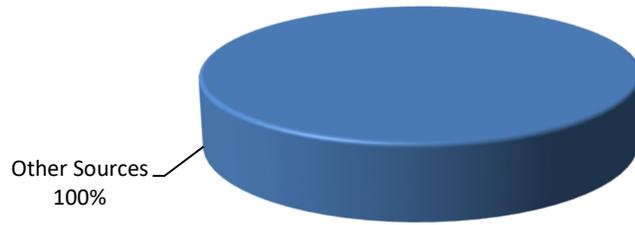
Management Discussion

- ✓ Includes funding for:
 - Debt service (\$2,466,820).
 - Administrative Services (\$981,797).
 - Information Services (\$39,600).
 - Fire (\$835,591).
 - Police (\$267,186).
 - Public Works (\$35,382).
 - Parks (\$307,264).

DEBT SERVICE FUND

Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Other Sources	\$ 0	\$ 2,254,212	\$ 2,003,030	\$ 2,466,820	9.43%
Total Grants & Special Revenue Fund	\$ 0	\$ 2,254,212	\$ 2,003,030	\$ 2,466,820	9.43%

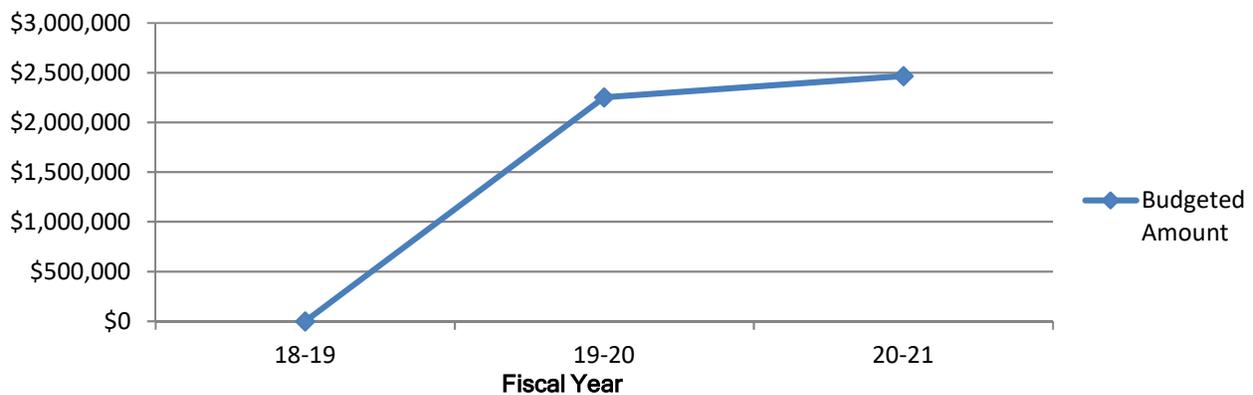


Management Discussion

The Debt Service Fund was created in FY2019-2020 to report the specific revenues and expenses to operate the City's debt financing.

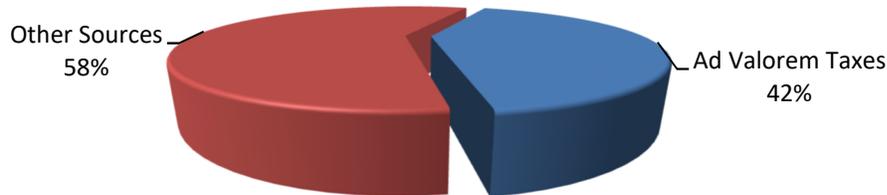
Other Sources represents transfers from various other funds, including \$1,753,150 from the General Fund, \$36,386 from the Spring Hill CRA Fund, \$622,157 from the Governmental Impact Fees Trust Fund, \$7,680 from the Water and Sewer Fund, \$3,060 from the Airport Fund, \$1,896 from the Stormwater Fund, \$38,435 from the Downtown CRA Fund, and \$4,056 from the Permits and Inspection Fund.

History of Revenues



CAPITAL FUND Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Ad Valorem Taxes	\$ 0	\$ 359,792	\$ 0	\$ 391,446	8.80%
Other Sources	<u>8,907,771</u>	<u>1,789,710</u>	<u>3,249,483</u>	<u>550,542</u>	-69.24%
Total Capital Fund	\$ 8,907,771	\$ 2,149,502	\$ 3,249,483	\$ 941,988	-56.18%

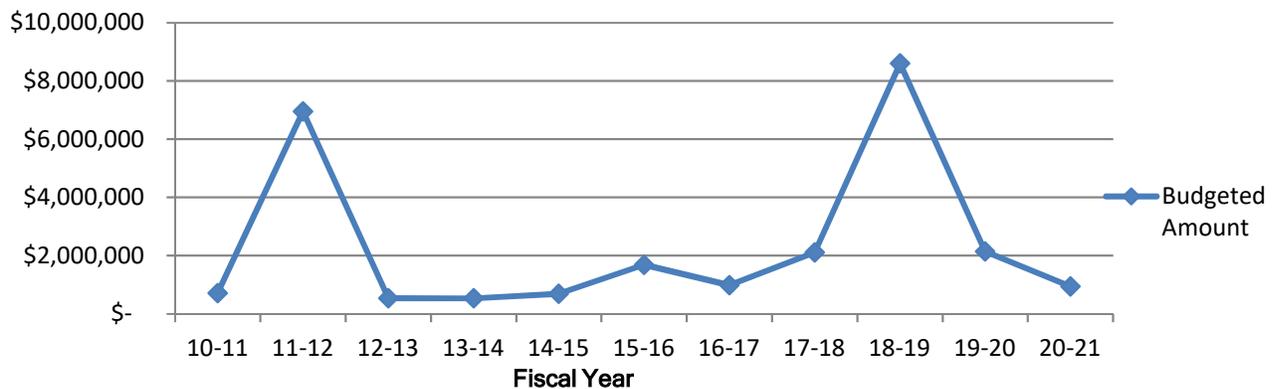


Management Discussion

The Capital Fund is used to account for General Fund capital expenses not funded by grants or other types of special revenues. During the budget process, the City Commission agreed to dedicate 0.2000 mills for capital projects in FY2020-2021. The property appraiser has released \$2,112,480,078 as the July 1st preliminary estimated taxable value of property located within the city limits. Based on preliminary taxable value, the dedicated 0.2000 mills will generate \$391,446 in revenue for capital. Sources represent transfers from General Fund (\$379,837) and Other Funds (\$170,705).

The spikes in revenue in FY2011-2012 and FY2018-2019 are due to debt proceeds received for major capital improvements. In FY2011-2012, it was to fund Earl Brown Park improvements while in FY2018-2019, it was mainly to fund the construction of a new fire station and police evidence building.

History of Revenues



CAPITAL FUND Expenditure Summary

Description:

The Capital Fund was established to make it easier for citizens to read the City's budget by removing the peaks and valleys in the total General Fund budget number caused by capital projects. The Capital Fund is a separate fund that will be utilized by the General Government, Community Development, Public Safety, Public Works, and Parks and Recreation departments.

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Capital Outlay	\$ 2,568,619	\$ 2,149,502	\$ 2,149,502	\$ 941,988	-56.18%
Transfer	\$ 250,000	\$ 0	\$ 0	\$ 0	N/A
Total Budget	\$ 2,818,619	\$ 2,149,502	\$ 2,149,502	\$ 941,988	-56.18%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
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None

CAPITAL OUTLAY	Amount
Backup Repository	\$ 24,500
New Agenda Management	30,000
Closed Captioning	15,000
Disaster Recovery	24,000
Accele Platform enhancements (480)	75,000
Planar 86 (401)	12,100
Firehouse Inspector (122/480)	12,600
Fuel Master (132)	22,500
Neptune (401)	23,000
Quartermaster Supply Program (126)	8,500
WW Pole Barn Cameras (401)	9,950
Vehicle, replace 2011 Chevy Volt, 117-5406	23,657
Vehicle, replace 2001 Chevy Tahoe, 122-4758	42,000
Vehicle, replace 2006 Chevy Silverado, 122-5088	42,000
Vehicle, replace 2013 Ford Explorer, 127-5440 (K-9 vehicle)	67,088
Vehicle, replace 2013 Ford Explorer, 127-5439 (K-9 vehicle)	21,095
Vehicle, replace 2008 Ford Crown Victoria 127-5740, (K-9 vehicle)	67,088
Vehicle, replace 2009 Toyota Camry, 127-5250, (Patrol Vehicle)	31,682
Vehicle, replace 2009 Toyota Camry, 127-5249, (Patrol Vehicle)	31,500
Vehicle, replace 2007 Chevy Impala, 127-5102, (Patrol Vehicle)	21,095
Vehicle, replace 2009 Toyota Camry, 127-5248 (Patrol Vehicle)	23,814
Vehicle, replace 2009 Toyota Camry, 127-5269 (Patrol Vehicle)	23,814
Vehicle, replace 2006 Ford Ranger, 131-5063	21,842
2nd Floor Storage Room Conversion	27,000
New 2019 Vermeer Brush Chipper	46,649

Replace 123S Work Table/Roller	18,970
Replace Mower, 132-5512	9,400
New Kubota Gator	11,499
New Hydraulic Truck Mounted Post Puller	6,650
New Propagation Greenhouse	26,636
Stadium Seats - Melching Field	12,750
Resurface Shuffleboard Courts	25,621
Replace All Fencing on Three Softball Fields at Sperling Sports Complex	28,297
Vehicle, replace 2002 Ford Flatbed Crew Cab #138, 143-4908	46,346
Replace 2007 John Deere Gator 4 x 4 UTV Scooter #18, 143-0018	8,345
Total Capital Outlay	\$ 941,988

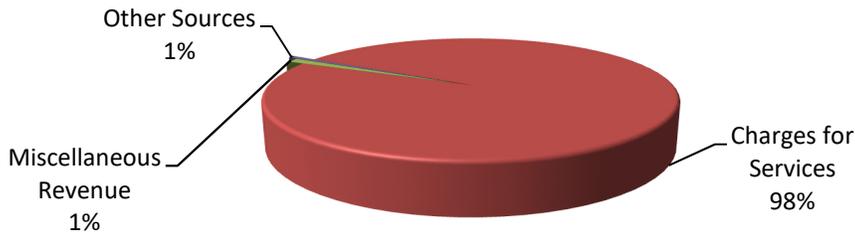
Management Discussion

✓ Capital budget for FY 20-21 (\$941,988) is primarily funded by Ad Valorem Taxes and transfers from General Fund capital reserves and other funds.

WATER AND SEWER FUND

Revenue Summary

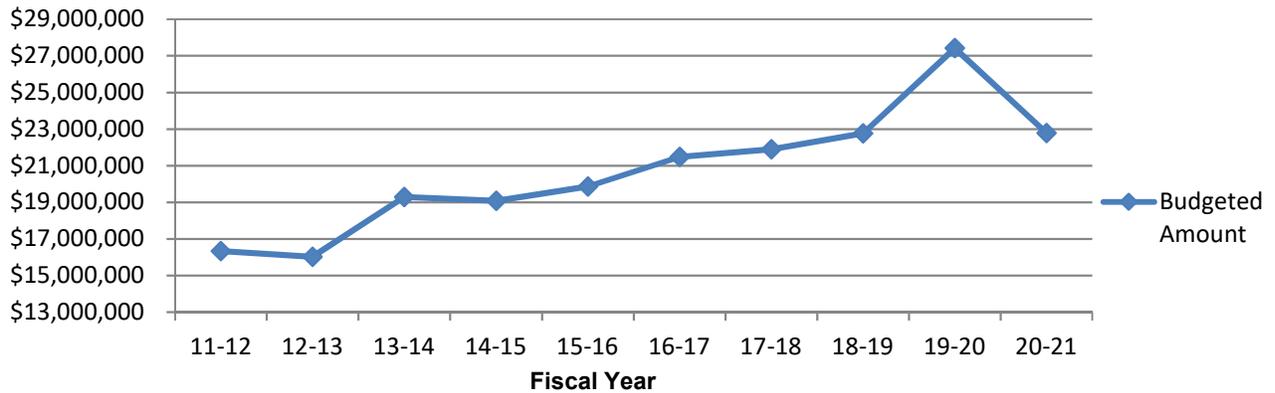
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Intergovernmental Revenue	\$ 600,000	\$ 0	\$ 0	\$ 0	N/A
Charges for Services	22,153,910	22,065,692	22,605,071	22,424,386	1.63%
Miscellaneous Revenue	1,058,821	424,300	565,287	245,813	-42.07%
Other Sources	<u>185,494</u>	<u>4,928,964</u>	<u>120,400</u>	<u>120,400</u>	-97.56%
Total Water & Sewer Fund	\$23,998,225	\$27,418,956	\$23,290,758	\$22,790,599	-16.88%



Management Discussion

The overall decrease of 16.88% is mainly due to a decrease in Other Sources mainly from the Use of Reserves for capital projects.

History of Revenues



WATER AND SEWER FUND

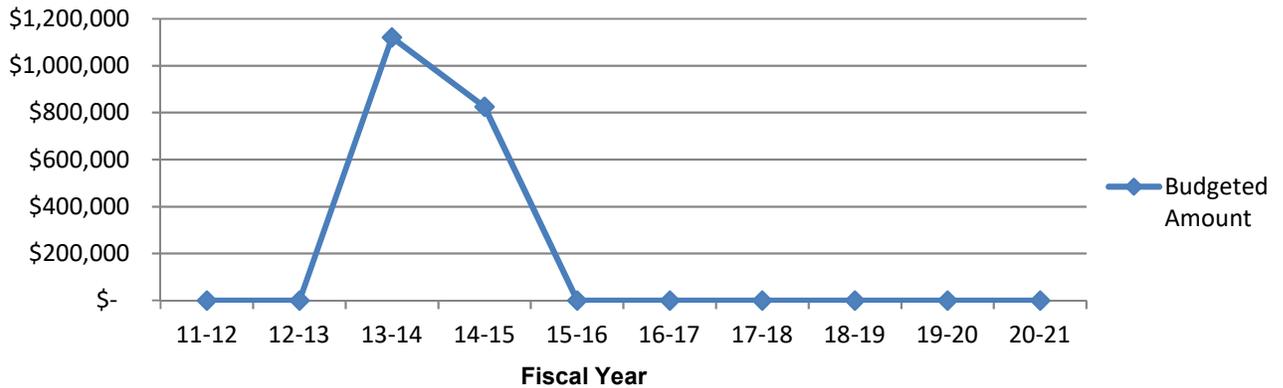
Intergovernmental Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Federal Grants	\$ 0	\$ 0	\$ 0	\$ 0	N/A
State Grants	<u>600,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Intergovernmental Revenue	\$ 600,000	\$ 0	\$ 0	\$ 0	N/A

Management Discussion

No grants are budgeted in FY 20-21. Intergovernmental Revenue is typically budgeted by a budget amendment when grant agreements are executed.

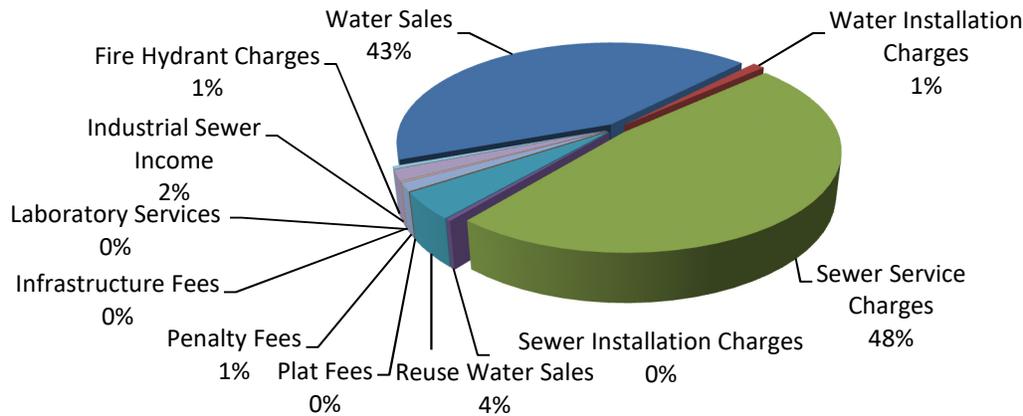
History of Revenues



WATER AND SEWER FUND

Charges for Services Revenue Summary

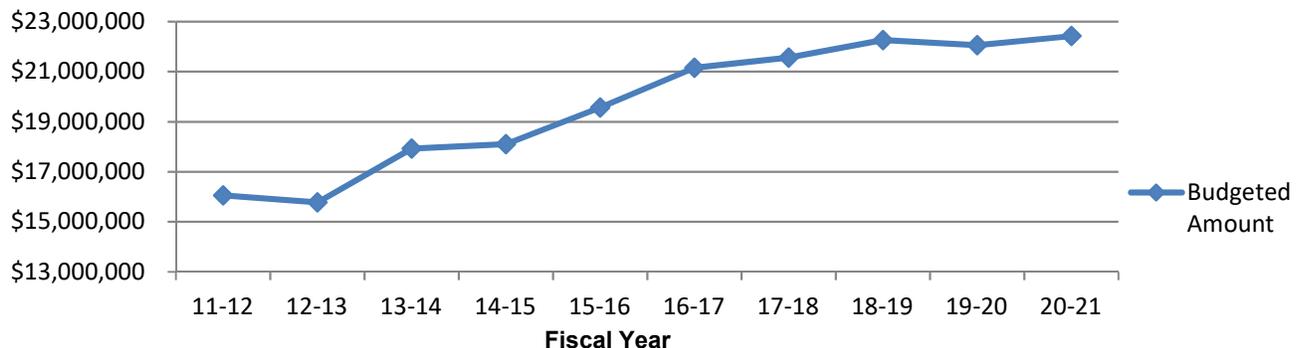
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Water Sales	\$ 9,195,542	\$ 9,251,455	\$ 9,415,780	\$ 9,604,095	3.81%
Water Installation Charges	365,042	348,565	322,743	244,358	-29.90%
Sewer Service Charges	10,566,772	10,689,284	10,766,520	10,689,284	0.00%
Sewer Installation Charges	103,960	104,602	106,548	79,911	-23.60%
Reuse Water Sales	971,129	817,041	1,023,720	971,130	18.86%
Plat Fees	13,363	15,000	2,000	2,000	-86.67%
Penalty Fees	304,132	296,857	258,677	296,857	0.00%
Laboratory Services	22,917	25,606	25,606	25,606	0.00%
Infrastructure Fees	97,475	18,000	153,758	18,000	0.00%
Industrial Sewer Income	419,378	412,782	431,519	394,945	-4.32%
Fire Hydrant Charges	94,200	86,500	98,200	98,200	13.53%
Total Charges for Services	\$22,153,910	\$22,065,692	\$22,605,071	\$22,424,386	1.63%



Management Discussion

Revenues from charges for water and sewer services were determined by a Water and Sewer Rate Study which was approved by the City Commission during FY 16-17. As a result of the study, the City Commission approved a 4.50% increase in water service rates effective October 1, 2018.

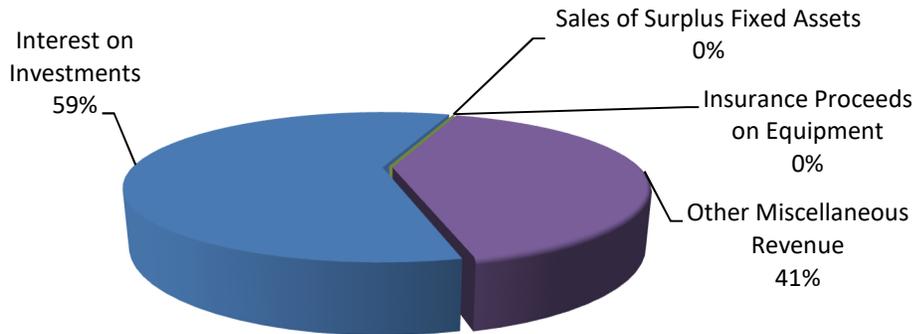
History of Revenues



WATER AND SEWER FUND

Miscellaneous Revenue Summary

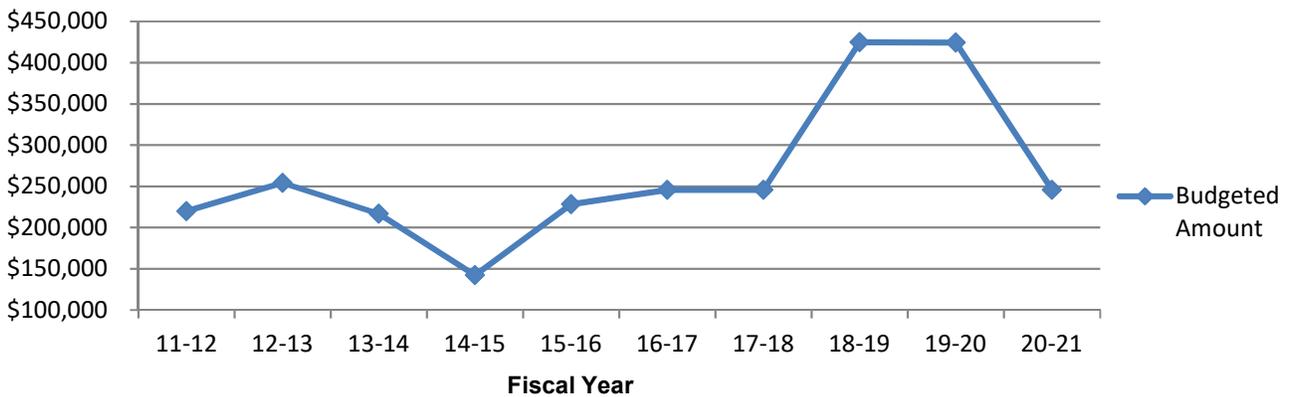
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Interest on Investments	\$ 867,488	\$ 287,625	\$ 400,888	\$ 143,813	-50.00%
Sale of Surplus Fixed Assets	21,360	2,000	0	2,000	0.00%
Insurance Proceeds on Equipment	40,169	0	0	0	N/A
Other Miscellaneous Revenue	<u>129,804</u>	<u>134,675</u>	<u>164,399</u>	<u>100,000</u>	-25.75%
Total Miscellaneous Revenue	\$ 1,058,821	\$ 424,300	\$ 565,287	\$ 245,813	-42.07%



Management Discussion

Miscellaneous revenues include interest earned on investments, sale of equipment, insurance proceeds, and other miscellaneous revenues. Interest on Investments decreased by 50.00% due to a significant drop in interest rates.

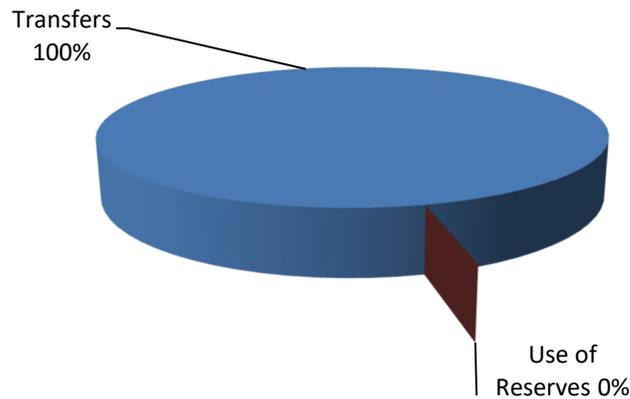
History of Revenues



WATER AND SEWER FUND

Other Sources Revenue Summary

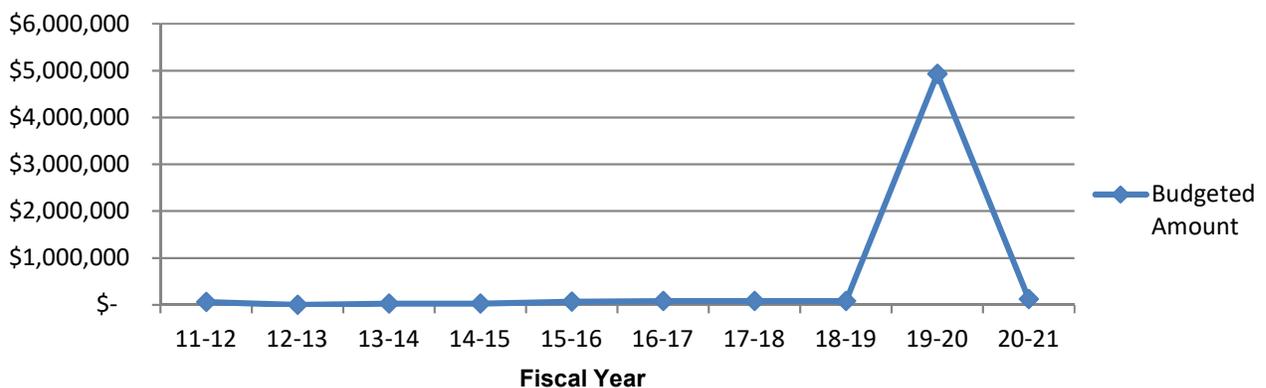
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Transfers	\$ 185,494	\$ 122,200	\$ 120,400	\$ 120,400	-1.47%
Use of Reserves	<u>0</u>	<u>4,806,764</u>	<u>0</u>	<u>0</u>	-100.00%
Total Other Sources	\$ 185,494	\$ 4,928,964	\$ 120,400	\$ 120,400	-97.56%



Management Discussion

Other Sources are those revenues received from a transfer from the Refuse Fund, debt proceeds, transfers from debt reserves, and contributions from developers. The current year budgeted amount is a transfer from the Refuse Fund and Stormwater Fund for monthly billings. There is no planned use of reserves in FY2020-2021.

History of Revenues



WATER AND SEWER FUND

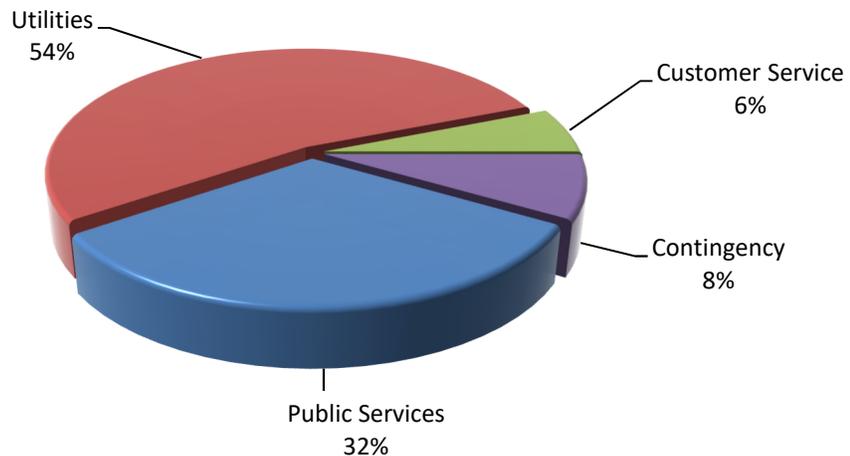
Expenditure Summary

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 6,746,475	\$ 7,646,726	\$ 6,790,086	\$ 7,933,702	3.75%
Operating Expenses	6,645,703	7,533,468	7,439,049	8,100,026	7.52%
Capital Outlay	4,315,593	10,785,658	10,777,858	3,949,743	-63.38%
Transfers	963,562	1,031,908	1,813,077	911,366	-11.68%
Contingency	<u>(80,134)</u>	<u>421,196</u>	<u>50,000</u>	<u>1,895,762</u>	350.09%
Total Budget	\$18,591,199	\$27,418,956	\$26,870,070	\$22,790,599	-16.88%

DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Public Services	\$ 5,714,228	\$ 6,502,798	\$ 6,869,715	\$ 7,322,724	12.61%
Utilities	11,794,980	19,267,774	18,709,682	12,193,620	-36.71%
Customer Service	1,162,125	1,227,188	1,240,673	1,378,409	12.33%
Contingency	<u>(80,134)</u>	<u>421,196</u>	<u>50,000</u>	<u>1,895,762</u>	350.09%
Total Budget	\$18,591,199	\$27,418,956	\$26,870,070	\$22,790,599	-16.88%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Public Services	23.87	24.87	26.50	27.70	30.70
Utilities	67.50	68.00	71.00	76.00	80.00
Customer Service	<u>18.00</u>	<u>19.00</u>	<u>19.00</u>	<u>19.00</u>	<u>20.00</u>
Total Staffing	109.37	111.87	116.50	122.70	130.70

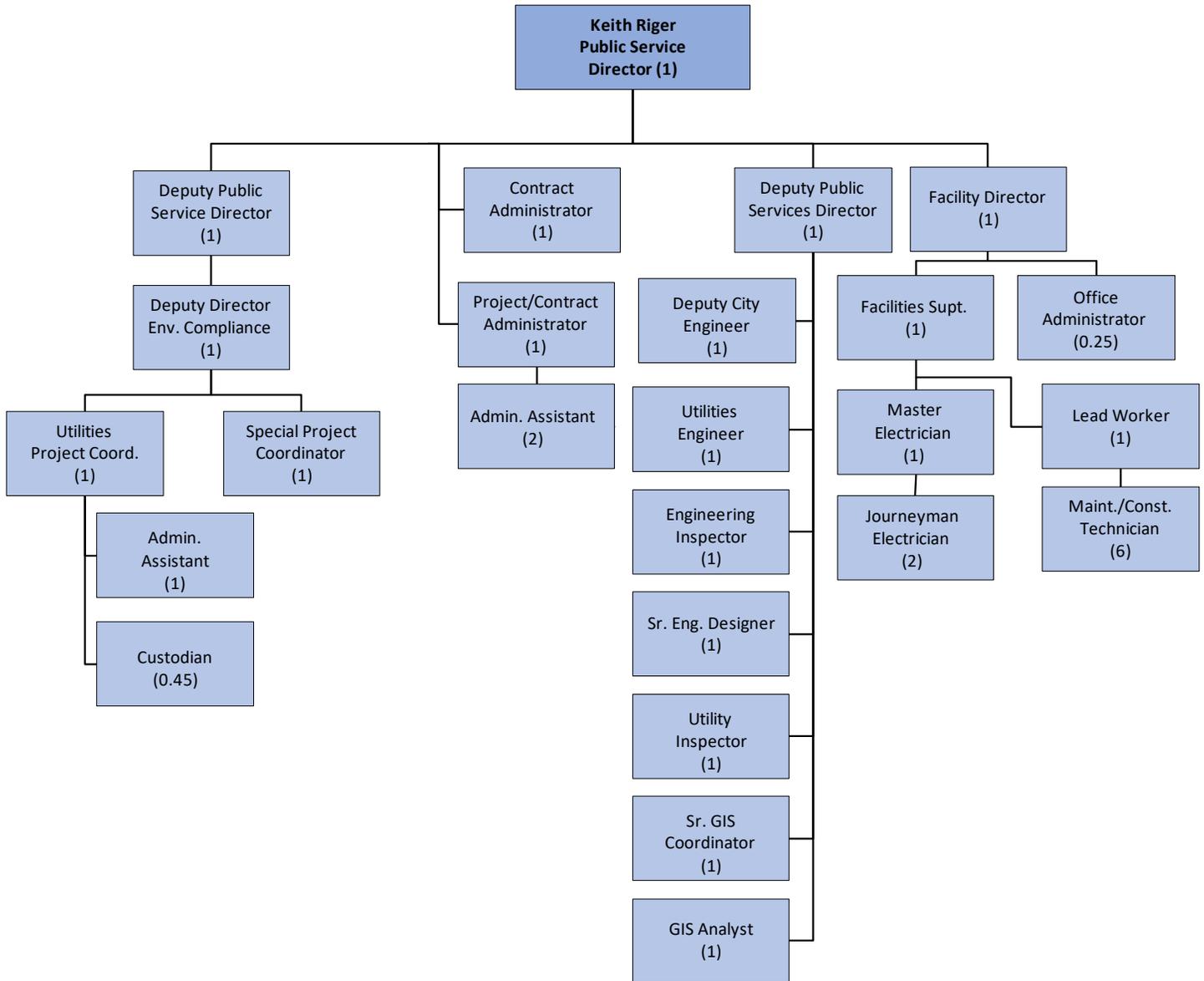
**Water and Sewer Fund Expenditure Summary
Fiscal Year 2021**





PUBLIC SERVICES

Organizational Structure



Description:

The **Administration Division** is responsible for overall supervision, planning, budget and capital project administration, purchasing, record keeping and clerical support for the Public Services Department including Utilities, Engineering, Public Works and Airport Divisions.

The **Engineering Division** is part of the City's Technical Review Committee (TRC). The TRC reviews all plans for major construction and renovation projects including plats submitted to the City. The Engineering Division provides design, inspection and permitting of City Capital Improvement Projects and construction inspection of the new developments. The Engineering Division also creates, collects, maintains, and distributes high quality, up-to-date and complete geospatial information as part of Geographic Information System (GIS) project for the City.

The **Facilities Maintenance Division** is responsible for maintenance of buildings throughout the Public Services Department and almost all other City buildings. In addition to maintenance, this division has been called upon to construct or remodel numerous facilities. Electricians in this Division group maintain motors, lighting and controls throughout the City including computer-based process controllers and surveillance equipment for facilities city wide.

Mission:

To operate, maintain, repair and improve the City's public infrastructure through the operations of Public Works, Engineering, Utilities, Facilities and Airport Divisions.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of residential inspections performed within 1 day	High Value Government	99%	99%	99%
# of residential inspections performed per FTE	High Value Government	1,204	1,100	1,100
# of commercial inspections performed per FTE	High Value Government	135	175	130
% of Citywide capital improvement projects successfully constructed according to schedule and within budget	High Value Government	100%	100%	100%
# of Capital Improvement Projects inspections performed per FTE	High Value Government	293	200	250
# of site plans reviewed per FTE	High Value Government	91	96	90
# of projects designed per FTE	High Value Government	44	48	50
% of customer requests processed within three days of request for information	High Value Government	99%	100%	100%
# of customer requests including emails and phone calls processed per FTE	High Value Government	161	190	160

Fiscal Year 2019 – 2020 Accomplishments

- ✓ Completed construction of The Bridge and the Joyce Cusack Resource Center.
- ✓ Completed sixth year of GIS Automation for Utilities and Stormwater ROW Improvements.
- ✓ Provided Construction Engineering Inspection (CEI) for City Water Main Improvement Projects. Performed inspection for residential, commercial and City capital improvement projects.
- ✓ Prepared in-house design of projects including paving, grading, drainage and utilities improvements, building, sheds, lease descriptions, conceptual and site plan for various departments within the City; obtained permits from FDOT, FDEP, Volusia County, HRS and SJRWMD.
- ✓ Will begin construction of New Fire Station, Police Evidence Building and DeLand Airport Access Road.

- ✓ Continue to teach one and two-day Temporary Traffic Control (TTC) Certification training for Public Works, Utilities, Airport, Facilities and Parks & Recreation Staff.
- ✓ Provided site plan and plat reviews and submitted comments to Planning Department on time.
- ✓ Performed quality control on the geometric network for the city's utility data. Performed quality control on the city's irrigation system data. Added update scripts to the waste pickup zones and address data. Designed and implemented the database schema for the city's waste water treatment plant data. Partially overhauled Emergency Operations Center GIS (EOC GIS). Added standard operating procedures for EOC GIS activation and Volusia County data importing. Implemented annual training and data preparation for EOC GIS readiness. Updated the Fire Department's ISO-related GIS information. Added in-house ALF and senior housing data to EOC GIS.

Action Plan: Administration & Engineering

Technical Services		
	Goals & Objectives	Strategic Plan Area(s)
1	<p>Plan design, inspect and administer Capital Improvement Projects (CIP) within established scope, budgets and schedules.</p> <ul style="list-style-type: none"> Provide quality design for City projects. Perform inspections for City Capital Improvement Projects. 	High Value Government
2	<p>Provide engineering inspection for residential and commercial projects.</p> <ul style="list-style-type: none"> Provide inspection for residential projects within 24 hours of request for inspection. Provide inspections for commercial projects for compliance with approved construction plans and specifications. 	High Value Government
3	<p>Provide quality technical support on a daily basis to other City Departments, state and local agencies, utility companies, engineering consultants, contractors, insurance companies, and City residents.</p> <ul style="list-style-type: none"> Respond to customer inquiries regarding utility availability and engineering issues within three days of request for information. 	High Value Government
4	<p>Provide plat and site plan reviews for Class II, III and IV site plans.</p> <ul style="list-style-type: none"> Upload engineering comments on Accela on due date which is eight days prior to TRC monthly meeting. 	Creating a Connected Community
5	<p>Create, collect, maintain, and distribute high quality, up-to-date and complete geospatial information as part of Geographic Information System (GIS) project for the City.</p> <ul style="list-style-type: none"> Extend City services by providing citizens, businesses, consultants and other government agencies with access to geospatial data in the form of easy to use applications which will save them and the City time and money. 	High Value Government
Facilities Management		
6	<p>Provide maintenance of City facilities in accordance with five-year maintenance plan.</p> <ul style="list-style-type: none"> Conduct visual maintenance inspections annually. Communicate any defects or inferior equipment issues with department head during budget preparation period. Implement budgeted projects in accordance with estimated schedules. 	High Value Government

7	Provide for safe, energy efficient, clean and well-maintained facilities which contribute to the success of City operations. <ul style="list-style-type: none"> • Respond to non-emergency work orders within a 7-day time period. • Prioritize responses based on degree of risk and loss of time. 	High Value Government
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Long-Term Goals

- ✓ Complete GIS QA/QC of city's existing utilities (potable water, reclaimed water, sanitary sewer and stormwater) by City staff.
- ✓ Complete polygon scans (as-builts) index by end of FY2020-2021.
- ✓ Complete planning and preliminary design of the water supply and treatment projects to comply with 2024 MFL for Blue Spring by the end of FY2020-2021.

Operating Budget Comparison Total Public Services

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$1,929,304	\$ 2,240,960	\$ 1,931,221	\$ 2,402,035	7.19%
Operating Expenses	2,719,732	2,922,930	2,826,217	3,195,853	9.34%
Capital Outlay	101,630	307,000	299,200	813,470	164.97%
Transfers	<u>963,562</u>	<u>1,031,908</u>	<u>1,813,077</u>	<u>911,366</u>	-11.68%
Total Budget	\$5,714,228	\$ 6,502,798	\$ 6,869,715	\$ 7,322,724	12.61%

DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Administration	\$4,345,576	\$ 4,639,343	\$ 5,237,457	\$ 5,581,454	20.31%
Engineering	583,387	1,002,486	860,523	782,569	-21.94%
Facilities Maintenance	<u>785,265</u>	<u>860,969</u>	<u>771,735</u>	<u>958,701</u>	11.35%
Total Budget	\$5,714,228	\$ 6,502,798	\$ 6,869,715	\$ 7,322,724	12.61%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Administration	7.37	7.37	8.00	9.45	10.45
Engineering	6.00	7.00	7.00	7.00	8.00
Facilities Maintenance	<u>10.50</u>	<u>10.50</u>	<u>11.50</u>	<u>11.25</u>	<u>12.25</u>
Total Staffing	23.87	24.87	26.50	27.70	30.70

Water & Sewer Administration

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 691,196	\$ 822,231	\$ 687,114	\$ 901,721	9.67%
Operating Expenses	2,649,671	2,785,204	2,737,266	3,098,867	11.26%
Capital Outlay	41,147	0	0	669,500	100.00%
Transfers	<u>963,562</u>	<u>1,031,908</u>	<u>1,813,077</u>	<u>911,366</u>	-11.68%
Total Budget	\$ 4,345,576	\$ 4,639,343	\$ 5,237,457	\$ 5,581,454	20.31%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Dir of Public Svcs/City Eng.	E110	1.00	1.00	1.00	1.00	1.00
Deputy Public Service Director	E109	0.00	0.00	1.00	1.00	1.00
Utilities Director	E108	1.00	1.00	0.00	0.00	0.00
Deputy Utilities Director	E104	0.00	0.00	0.00	0.00	1.00
Contract Administrator	120	0.00	0.00	0.00	1.00	1.00
Projects/Contracts Admin.	120	1.00	1.00	1.00	1.00	1.00
Utilities Special Proj. Coord.	U112	1.00	1.00	1.00	1.00	1.00
Utilities Project Coord.	U111	1.00	1.00	1.00	1.00	1.00
Utility Admin. Assistant III	U105	2.00	2.00	2.00	2.00	2.00
Utility Admin. Assistant I	U101	0.00	0.00	0.00	1.00	1.00
Custodian/Housekeeping	108	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.45</u>	<u>0.45</u>
Total Full Time Staffing		7.00	7.00	7.00	9.45	10.45
Administrative Assistant	U101	0.00	0.00	0.63	0.00	0.00
Custodian/Housekeeping	N/A	<u>0.37</u>	<u>0.37</u>	<u>0.37</u>	<u>0.00</u>	<u>0.00</u>
Total Part Time Staffing		0.37	0.37	1.00	0.00	0.00
Total Staffing		7.37	7.37	8.00	9.45	10.45

Promoted [1.0] Deputy Utilities Director transferred from Wastewater Treatment.

CAPITAL OUTLAY	Amount
Utilities Administration Building Design	\$ 500,000
Year 7 of GIS Services and Mapping	135,000
New Ford F150 4x4 truck for Deputy Utilities Director position	<u>34,500</u>
Total Capital Outlay	\$ 669,500

Engineering

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change From 2019-20
Personal Services	\$ 527,082	\$ 613,820	\$ 521,385	\$ 699,600	13.97%
Operating Expenses	30,500	81,666	39,938	47,469	-41.87%
Capital Outlay	<u>25,805</u>	<u>307,000</u>	<u>299,200</u>	<u>35,500</u>	-88.44%
Total Budget	\$ 583,387	\$ 1,002,486	\$ 860,523	\$ 782,569	-21.94%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Deputy Public Svcs Director	E109	0.00	0.00	0.00	0.00	1.00
Engineering Director/City Eng.	E108	0.00	0.00	0.00	1.00	0.00
City Engineer	E107	1.00	1.00	1.00	0.00	0.00
Deputy City Engineer	E104	0.00	0.00	0.00	0.00	1.00
Utility Engineer	125	1.00	1.00	1.00	1.00	1.00
Utilities Construction Eng.	125	1.00	1.00	1.00	1.00	0.00
Sr. GIS Coordinator	124	0.00	0.00	0.00	0.00	1.00
Sr. Engineering Designer	123	0.00	0.00	0.00	1.00	1.00
GIS Coordinator	121	0.00	1.00	1.00	1.00	0.00
Utilities Designer	120	0.00	1.00	1.00	0.00	0.00
GIS Analyst	119	0.00	0.00	0.00	0.00	1.00
Envr. Compliance Coord.	118	1.00	0.00	0.00	0.00	0.00
Engineering Inspector	118	1.00	1.00	1.00	1.00	2.00
GIS Technician	118	0.00	1.00	1.00	1.00	0.00
Engineering Technician	115	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		6.00	7.00	7.00	7.00	8.00

New vehicle replacing 2008 Ford Ranger, 202-5021

\$ 35,500

Total Capital Outlay

\$ 35,500

Added [1.0] Deputy City Engineer. Promoted [1.0] Engineering Director/City Engineer to [1.0] Deputy Public Services Director. Promoted [1.0] GIS Technician to [1.0] GIS Analyst. Promoted [1.0] GIS Coordinator to [1.0] Senior GIS Coordinator. Replaced [1.0] Utility Construction Engineer with [1.0] Engineering Inspector.

Maintenance/Construction

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 711,026	\$ 804,909	\$ 722,722	\$ 800,714	-0.52%
Operating Expenses	39,561	56,060	49,013	49,517	-11.67%
Capital Outlay	<u>34,678</u>	<u>0</u>	<u>0</u>	<u>108,470</u>	100.00%
Total Budget	\$ 785,265	\$ 860,969	\$ 771,735	\$ 958,701	11.35%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Facilities Director	E107	1.00	1.00	1.00	1.00	1.00
Facilities Superintendent	120	1.00	1.00	1.00	1.00	1.00
Master Electrician	120	1.00	1.00	2.00	1.00	1.00
Maint. /Const. Lead Worker	117	0.00	0.00	0.00	1.00	1.00
PW Office Admin. (Fund 001)	117	0.00	0.00	0.00	0.25	0.25
PW Project Coord. (Fund 001)	117	0.50	0.50	0.50	0.00	0.00
Maint. /Construction Tech II	115	0.00	0.00	0.00	2.00	3.00
Maint./Construction Tech I	114	0.00	0.00	0.00	4.00	3.00
Journeyman Electrician	U111	1.00	1.00	0.00	1.00	2.00
Maintenance Repair Worker II	112	4.00	4.00	4.00	0.00	0.00
Maintenance Repair Worker I	111	<u>2.00</u>	<u>2.00</u>	<u>3.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		10.50	10.50	11.50	11.25	12.25

Added [1.0] Journeyman Electrician. Promoted [1.0] Maintenance/Construction Tech I to [1.0] Maintenance Construction Tech II.

CAPITAL OUTLAY

	Amount
Vehicle, Replace 2007 Chevy Cargo Van, 208-5141	\$ 43,682
Vehicle, Replace 2004 Ford F205, 208-3955	38,850
Overhead Doors (2)	25,938
Total Capital Outlay	\$ 108,470

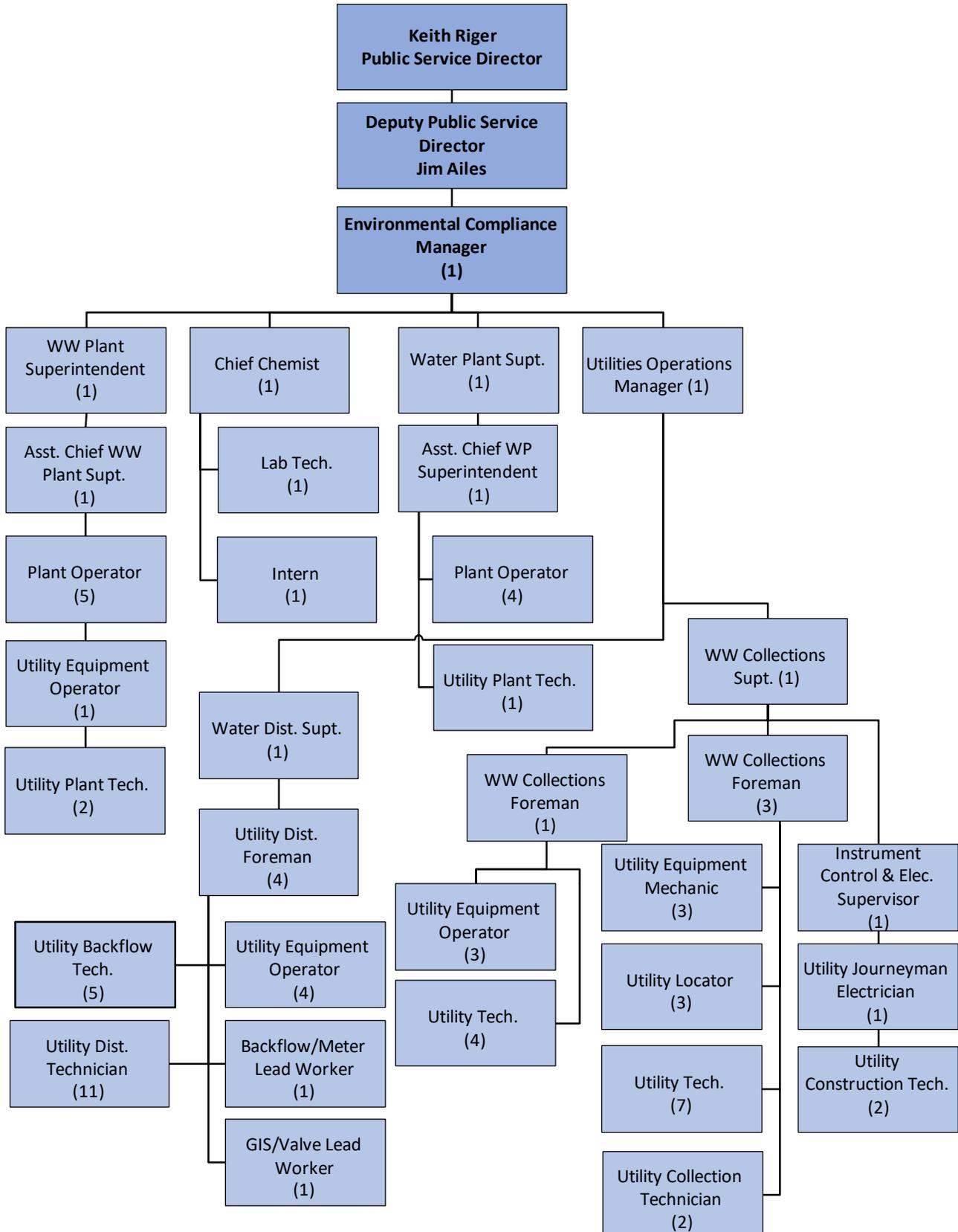
Management Discussion

- ✓ Total expenses increased by 12.61%.
- ✓ Personal Services increased by 7.19% mainly due to adding a City Engineer (\$85,381) and an additional Journeyman Electrician (\$53,435).
- ✓ Operating expenses increased by 9.34% mainly due to increase insurance cost (\$51,526), adding Consumptive Use Permit Report and Modeling (\$135,000), West Volusia Water Group Master Plan (\$75,000), and WWTP Planning Development Report/Facility Plan (\$70,400).
- ✓ Includes funding for:
 - Consultant service (\$10,000).
 - Jones Edmunds support (\$25,000).
 - Shadow tracker for utility vehicles (\$10,056).
 - Water attorney (\$25,000).
 - Insurances (Liability, Property coverage, Boiler and Machinery) (\$371,397).
 - Water festival (\$9,500).
 - Plat review (\$15,000).



UTILITIES

Organizational Structure



Description:

The Utilities Department is comprised of five divisions that are supervised by the Utilities Director. **Water Production** is responsible for operation and maintenance of the City's nineteen production wells and eleven water plants. Staffing is required twenty-four hours a day, seven days a week to ensure that water of proper quality and pressure is provided throughout the extensive water service area and reported to the regulatory agencies. **Water Distribution** is responsible for the maintenance and repair of all the water and reuse distribution piping in the water service area. Employees are tasked with new meters and service lines, line repairs, hydrant repair and replacement, meter repair and change out, backflow testing and repair, valve maintenance and water main installation. **Wastewater Treatment** is responsible for the operation and maintenance of the Wiley M. Nash WRF and River and Bent Oaks reuse augmentation pump stations. Staffing is required twenty-four hours a day, seven days a week to insure treatment and production of reclaimed water. Laboratory staff is responsible for analysis and regulatory liaison and report of the City's water, wastewater, and reclaim water utilities. **Utility Maintenance** is responsible for the operation and maintenance of one hundred twenty-five pump stations, all city generators, wells, water plants, and equipment at the wastewater treatment plant. This includes mowing, mechanical, painting, minor building, SCADA, camera systems, all electrical and instrumentation. **Wastewater Collection** is responsible for locating all utility pipes, repairs, and construction of new facilities, line cleaning, televising, blockage clearing and other duties in the service area.

Mission:

To provide customers in the DeLand service area access to safe and reliable potable water at all times. Maintain safe and sanitary collection, treatment and disposal of wastewater consistent with all regulations and to ensure adequate supply of reclaim water for irrigation.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
Millions of gallons per day water processed per FTE	High Value Government	.17	.18	.18
Unplanned – Water Disruption Rate	High Value Government	35%	35%	35%
Cost of Water Treatment (Chemicals only) Distributed per million-gallon avg.	High Value Government	\$31.75	\$32.00	\$33.00
# of samples analyzed in the lab per month per FTE	High Value Government	409	410	430
Direct cost of treatment per million gallons for water operations	High Value Government	\$532	\$566	\$590
% capacity of potable water available at all times	High Value Government	92%	94%	94%
Water Leaks and Breaks per 100 miles of pipe	High Value Government	4.93	4.8	4.7
Millions of gallons per day wastewater processed per FTE	High Value Government	.32	.31	.29
Collection system failure per 100 miles of piping	High Value Government	6.10	6.00	5.75
Operations and maintenance cost per million gallons processed for wastewater operations	High Value Government	\$1,497	\$1,500	\$1,500

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
Actual Cost of Wastewater Collected excluding assets	High Value Government	\$1,768,543	\$1,800,000	\$1,800,000
Actual Cost of Treatment of Wastewater Processed per millions of gallons per day (Chemicals)	High Value Government	\$78	\$63	\$60
% of flow to permitted capacity (At 80% must redesign)	Preparing for the Future/Sustainability	59%	61%	63%
# of lift stations maintained per FTE	High Value Government	6.21	6.50	7.00
Gallons collected per FTE	High Value Government	.18	.20	.20
% of available reclaim demanded by customers	High Value Government	98%	100%	102%

Fiscal Year 2019 – 2020 Accomplishments

- ✓ Completed Water Plant Remote Telemetry Upgrades.
- ✓ Water Plant #1 Storage Tank Interior Repairs and Safety Enhancements Completed.
- ✓ Water Plant #9 PLC Replaced.
- ✓ Water Plant #12 PLC Replaced.
- ✓ Completed Yearly Water Leak Detection Study.
- ✓ Continued Purchasing Land for the Water Plant #10 Expansion.
- ✓ Painted Water Plant #1 & #3 Storage Tanks and Buildings.
- ✓ Ed Stone Park Water Main Relocation Completed for FDOT W SR44 Bridge Project.
- ✓ 2018 Water Main Improvements Completed.
- ✓ May St. Water Main Replacement Project Completed.
- ✓ Sperling Sports Complex Water Main Extension Completed.
- ✓ 2019 Water Main Improvements Completed.
- ✓ Mathis Water Main Project Completed for the Spring Hill Resource Center.
- ✓ 2020 Water Main Improvements Plans and Bid Package Ready.
- ✓ Completed Yearly Meter Change Out Program.
- ✓ Completed Yearly Valve Maintenance Program.
- ✓ Distribution System Valve and Meter GPS/GIS Mapping Completed.
- ✓ WVWS Barrow Pit Load Testing and Evaluation Study Completed.
- ✓ Wastewater Plant GIS Mapping Completed.
- ✓ Digester Upgrades and Improvements PDR Completed, Plans and Bid Package Ready.
- ✓ Adelle Ave. & 4A Reclaim Project PDR Completed, Plans and Bid Package Ready.
- ✓ US 92 Reclaim Storage and Repump Land Purchased and Annexed, PDR Completed, Plans and Bid Package Ready.
- ✓ US 92 Reclaim Extension Phase #4 Completed.
- ✓ Bent Oaks Reclaim Line Relocation Completed.
- ✓ L/S #79 Odor control Unit Installed.
- ✓ LS #26 Force Main Completed.
- ✓ FDOT W SR44 Bridge Project Force Main Relocation Land Purchase, Design, and Install Completed.
- ✓ Four Lift Stations Replaced and Upgraded.
- ✓ Two Emergency Light Towers Purchased.
- ✓ L/S #19 Generator and ATS Installed.
- ✓ New Camera Truck and Granite Software Update Completed.
- ✓ Orange Camp Utility Relocation and Auto Mall Extension Project Designed, Bid, and Awarded.
- ✓ Yearly Manhole Rehabilitation Completed.
- ✓ Yearly Sewer Line Rehabilitation Completed.
- ✓ Spring Hill Sanitary Sewer Phase 3 Project Designed, Bid, and Awarded.
- ✓ Replacement Trucks, Excavators, and Mowing Equipment Purchased for the Year.

Action Plan

Water Production		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain compliance with consumptive use permit.</p> <ul style="list-style-type: none"> • Report pumpage to Saint Johns River Water Management District as required. • Continue to pursue alternative sources of water as required by the consumptive use permit. • Implement new requirements for the Saint Johns River Water Management District permit by Saint Johns River Water Management District which will save them and the City time and money. 	Preparing for the Future/Sustainability
2	<p>Maintain current level of water quality.</p> <ul style="list-style-type: none"> • Continue water quality testing to assure that the water supply stays at or above approved standards. 	High Value Government

Water Distribution		
Goals & Objectives		Strategic Plan Area(s)
1	<p>The benchmark for percentage of total water lost vs. total water produced should be near 8.9%. This is a national average per the American Water Works Association Southern Region.</p> <ul style="list-style-type: none"> • Continue the leak detection program. • Perform tests on the system for leaks and faulty meters, track construction usage, flushing, sewer jet, and non-metered irrigation water. • Continue the 3-year cycle for testing of production meters for proper calibration. • Implement reclaimed water augmentation, new well fields and conservation study (in cooperation with other West Volusia suppliers) as appropriate. 	High Value Government
2	<p>To improve unplanned water service disruptions and time for repairs to be completed.</p> <ul style="list-style-type: none"> • Continue tracking system for analyzing disruptions. • To complete the valve inventory and testing program and establish routine preventive maintenance program for all valves. 	High Value Government
3	<p>Maintain and/or improve Water Distribution System Integrity.</p> <ul style="list-style-type: none"> • Meter leaks constitute 50% of the 187 estimated line integrity occurrences. • Continue identifying low-pressure areas and fill gaps in the system. 	High Value Government
4	<p>Implement Meter Replacement Program.</p> <ul style="list-style-type: none"> • By September each year, replace 5% of meters based on the oldest to the newest (1,300 meters). 	Preparing for the Future/Sustainability

Future Water		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Develop long-range plan for future water supply to meet consumptive use permit requirements 2016-2035.</p> <ul style="list-style-type: none"> In partnership with West Volusia Water Suppliers (WVWS), actively involved in the total daily maximum load limits for Blue Springs through the Basin Management Action Plan process. Basin Management Action Plan is currently under consideration by the state, this could affect the Blue Springs Minimum Flow Level Recovery Plan. Development of the WVWS master plan has been started by the Westside Utilities. WVWS focus is shifting toward eastern well field development and RIB's. 	Preparing for the Future/Sustainability

Water Supply Protection		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Ensure compliance with State and Federal backflow protection regulations to protect customers from cross connection and backflow.</p> <ul style="list-style-type: none"> Secure most accurate data from the City's Utility Billing division and Volusia County Health Department. Improve backflow program tracking by bringing program in-house for paperless input to save time and cost. Implementation of City ownership of residential backflow devices and business backflow devices 2" or smaller is continuing. Enforcement of progressive penalties or shutoff for non-compliance of backflows devices continues. Start enforcement of progressive penalties or shutoff for noncompliance. Modify chapter 30 and to create a fee for meter upgrade to a dual check meter. 	High Value Government

Wastewater Collection		
Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain or improve wastewater collection system integrity. The median for the Southern Region is 7.3.</p> <ul style="list-style-type: none"> Continue manhole rehab and sewer line lining. Implement GIS/Cityworks program to identify high priority sewer line maintenance requirements. 	High Value Government
2	<p>Enhance lift station, generator, and plant maintenance program.</p> <ul style="list-style-type: none"> Implement automated preventive maintenance program. Continue to program in timely equipment replacement. Continue to groom, mow, and maintain Utility facilities. 	Preparing for the Future/Sustainability

Long-Term Goals

- ✓ Continue Expansion of The Reclaim System.
 - Target Completion: FY2028-2029
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Develop Additional Sources of Potable Water to Meet Demand and Offset the Blue Spring and Deleon Spring MFL Restrictions.
 - Target Completion: FY2023-2024
 - Strategic Focus Area: Preparing for the Future/Sustainability

- ✓ Continue Planning for Staff Succession.
 - Target Completion: FY2026-2027
 - Strategic Focus Area: Preparing for the Future/Sustainability
- ✓ Develop Projects to Reduce the Nutrients at Blue Spring and Deleon Spring to Meet the Requirements of the BMAP. (Basin Management Action Plan).
 - Target Completion: FY2035-2036
 - Strategic Focus Area: Preparing for the Future/Sustainability

Operating Budget Comparison

Total Utilities

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 3,968,677	\$ 4,471,678	\$ 3,924,777	\$ 4,557,562	1.92%
Operating Expenses	3,672,841	4,339,438	4,328,247	4,549,659	4.84%
Capital Outlay	<u>4,153,462</u>	<u>10,456,658</u>	<u>10,456,658</u>	<u>3,086,399</u>	-70.48%
Total Budget	\$ 11,794,980	\$19,267,774	\$18,709,682	\$12,193,620	-36.71%

DEPARTMENT SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Water Production	\$ 1,476,982	\$ 3,791,543	\$ 3,673,402	\$ 1,559,621	-58.87%
Water Distribution	3,133,722	3,482,014	3,329,243	5,209,802	49.62%
Wastewater Treatment	4,085,368	8,723,541	8,573,178	2,596,597	-70.23%
Utilities Maintenance	2,006,232	2,022,336	1,944,736	2,032,164	0.49%
Wastewater Collection	<u>1,092,676</u>	<u>1,248,340</u>	<u>1,189,123</u>	<u>795,436</u>	-36.28%
Total Budget	\$ 11,794,980	\$19,267,774	\$18,709,682	\$12,193,620	-36.71%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Water Production	7.00	7.00	7.00	7.00	7.00
Water Distribution	22.00	22.00	23.00	26.00	28.00
Wastewater Treatment	14.50	14.00	14.00	14.00	14.00
Utilities Maintenance	16.00	17.00	19.00	21.00	23.00
Wastewater Collection	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>	<u>8.00</u>
Total Staffing	67.50	68.00	71.00	76.00	80.00

Water Production

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 472,783	\$ 489,885	\$ 413,007	\$ 434,273	-11.35%
Operating Expenses	662,966	803,800	762,537	845,469	5.18%
Capital Outlay	<u>341,233</u>	<u>2,497,858</u>	<u>2,497,858</u>	<u>279,879</u>	-88.80%
Total Budget	\$ 1,476,982	\$ 3,791,543	\$ 3,673,402	\$ 1,559,621	-58.87%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Water Plant Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Asst Chief Water Plant Operator	U116	1.00	1.00	1.00	1.00	1.00
Water Plant Operator B	U112	0.00	0.00	1.00	1.00	1.00
Sr. Water Plant Operator C	U111	3.00	3.00	2.00	1.00	0.00
Water Plant Operator C	U110	1.00	1.00	1.00	2.00	2.00
Utility Plant Technician I	U103	1.00	0.00	1.00	1.00	2.00
Maintenance Worker I	U101	0.00	1.00	0.00	0.00	0.00
Total Full Time Staffing		7.00	7.00	7.00	7.00	7.00

CAPITAL OUTLAY	Amount
WP#3 CROM Tank Ceiling Rehab & Safety Enhancements	\$ 79,200
WP#9 VFD Replacement	45,179
WP#2 Roof Replacement	49,000
WP#4 High Service Pump Replacement	35,000
CROM Tank Exhaust Blower WP#4	6,000
WP#9 Submersible Mixing System	65,500
Total Capital Outlay	\$ 279,879

Replaced [1.0] Sr. Water Plant Operator C with [1.0] Utility Plant Technican I.

Water Distribution

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 1,207,011	\$ 1,435,493	\$ 1,191,933	\$ 1,551,774	8.10%
Operating Expenses	1,396,644	1,808,021	1,898,810	1,921,638	6.28%
Capital Outlay	530,067	238,500	238,500	1,736,390	628.05%
Total Budget	\$ 3,133,722	\$ 3,482,014	\$ 3,329,243	\$ 5,209,802	49.62%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Utility Operations Manager	E103	1.00	1.00	1.00	1.00	1.00
Water Dist. Superintendent	U120	1.00	1.00	1.00	1.00	1.00
Utility Distribution Foreman II	U114	0.00	0.00	0.00	2.00	2.00
Valve/GIS Lead Worker I	U114	0.00	0.00	0.00	1.00	1.00
Cross Connection Foreman I	U113	0.00	0.00	1.00	0.00	0.00
Water Dist. Foreman I	U113	0.00	0.00	0.00	0.00	1.00
Utility Dist. Foreman I	U113	3.00	3.00	3.00	1.00	1.00
Meter/Backflow Lead Worker I	U110	0.00	0.00	0.00	2.00	1.00
Utility Equip. Operator III	U110	0.00	0.00	0.00	1.00	0.00
Utility Equip. Operator II	U109	2.00	2.00	1.00	2.00	2.00
Utility Equip. Operator I	U108	1.00	1.00	3.00	1.00	2.00
Utility Technician III	U106	0.00	0.00	0.00	2.00	2.00
Utility Backflow Technician I	U105	1.00	1.00	3.00	4.00	5.00
Utility Technician II	U105	2.00	2.00	1.00	0.00	1.00
Utility Technician I	U104	5.00	4.00	9.00	8.00	8.00
Environmental Compliance Coord.	118	1.00	1.00	0.00	0.00	0.00

Engineering Technician	115	1.00	1.00	0.00	0.00	0.00
Maintenance Worker I	107	<u>4.00</u>	<u>5.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		22.00	22.00	23.00	26.00	28.00

Added an additional [1.0] Utility Backflow Technician I and an additional [1.0] Utility Technician. Promoted one Utility Technician I to Utility Technician II. Promoted one Meter/Backflow Lead Worker I to Water Distribution Foreman I. Replaced [1.0] Utility Equipment Operator III with [1.0] Utility Equipment Operator I.

CAPITAL OUTLAY

Amount

W SR 44 Utility Relocation	\$ 460,000
Mandarin Water Main Replacement	60,282
Grundomat Boring Tool	5,900
Meter Replacement	480,000
Pole Barn Enclosure	50,200
Edison Water Main	605,508
Rubber Track Excavator	31,500
Vehicle, Replace 2012 F250 U/B, 204-5416	<u>43,000</u>
Total Capital Outlay	\$1,736,390

Wastewater Treatment

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 948,426	\$ 997,554	\$ 931,750	\$ 917,487	-8.03%
Operating Expenses	1,119,744	1,210,487	1,125,928	1,246,010	2.93%
Capital Outlay	<u>2,017,198</u>	<u>6,515,500</u>	<u>6,515,500</u>	<u>433,100</u>	-93.35%
Total Budget	\$ 4,085,368	\$ 8,723,541	\$ 8,573,178	\$ 2,596,597	-70.23%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Deputy Dir. Environ. Compl.	E104	1.00	1.00	1.00	1.00	0.00
Environ. Compliance Manager	E101	0.00	0.00	0.00	1.00	1.00
Wastewater Plant Supt. I	U120	1.00	1.00	1.00	1.00	1.00
Chief Chemist I	U119	1.00	1.00	1.00	0.00	1.00
Asst. Chief WW Plan Supt. I	U116	1.00	1.00	1.00	1.00	1.00
Sr. Wastewater Operator A	U115	0.00	0.00	1.00	1.00	0.00
Wastewater Operator A	U114	2.00	1.00	1.00	1.00	1.00
Sr. Wastewater Operator B	U113	0.00	1.00	1.00	1.00	1.00
Wastewater Operator B	U112	1.00	0.00	0.00	0.00	1.00
Sr. Wastewater Operator C	U111	0.00	1.00	1.00	1.00	1.00
Lab Technician II	U111	2.00	2.00	1.00	1.00	1.00
Wastewater Operator C	U110	2.00	1.00	1.00	1.00	0.00
Utility Equipment Operator I	U108	0.00	1.00	1.00	1.00	1.00
Utility Plant Technician III	U105	0.00	0.00	1.00	1.00	1.00
Utility Plant Technician II	U104	0.00	0.00	1.00	1.00	1.00
Utility Plant Technician I	U103	1.00	2.00	0.00	0.00	1.00
Equipment Operator I	110	1.00	0.00	0.00	0.00	0.00

Maintenance Worker II	108	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time Staffing		14.00	13.00	13.00	13.00	13.00
Intern	N/A	<u>0.50</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Part Time Staffing		0.50	1.00	1.00	1.00	1.00
Total Staffing		14.50	14.00	14.00	14.00	14.00

Promoted [1.0] Deputy Director Environmental Compliance to Deputy Utilities Director in W&S Administration.
Promoted [1.0] Wastewater Operator C to [1.0] Wastewater Operator B. Replaced [1.0] Sr. Wastewater Operator A with [1.0] Utility Plant Technician I. Added [1.0] Chief Chemist.

CAPITAL OUTLAY	Amount
Block Digestor	\$ 12,400
Reclaim Barrow Pit Final Design	400,000
Brandy/Trails Camera Security System	8,600
Commercial Grade Riding Mower	12,100
Total Capital Outlay	\$ 433,100

Utilities Maintenance

EXPENDITURE SUMMARY		2018-19	2019-20	2019-20	2020-21	% Change
		ACTUAL	BUDGET	ESTIMATED	BUDGET	from 2019-20
Personal Services		\$ 963,199	\$ 1,128,631	\$ 1,037,772	\$ 1,241,495	10.00%
Operating Expenses		339,356	384,205	397,464	399,969	4.10%
Capital Outlay		703,677	509,500	509,500	390,700	-23.32%
Total Budget		<u>\$ 2,006,232</u>	<u>\$ 2,022,336</u>	<u>\$ 1,944,736</u>	<u>\$ 2,032,164</u>	0.49%
STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
WW Collections Supt. II	U121	1.00	1.00	1.00	1.00	1.00
Inst. Control & Elec. Supv. I	U119	0.00	0.00	1.00	1.00	1.00
WW Collections Foreman III	U115	0.00	0.00	0.00	0.00	1.00
WW Collections Foreman II	U114	0.00	0.00	1.00	2.00	0.00
WW Collections Foreman I	U113	1.00	2.00	1.00	0.00	2.00
Utility Journey Electrician	U112	1.00	1.00	1.00	1.00	1.00
Utility Equipment Mechanic III	U111	0.00	0.00	0.00	1.00	1.00
Utility Equipment Mechanic II	U110	2.00	2.00	1.00	1.00	1.00
Utility Equipment Mechanic I	U109	1.00	1.00	2.00	1.00	1.00
Utility Const. Tech. I	U108	1.00	1.00	2.00	2.00	2.00
Utility Locator II	U107	1.00	1.00	1.00	1.00	1.00
Utility Locator I	U106	1.00	1.00	2.00	2.00	2.00
Utility Technician III	U106	0.00	0.00	0.00	1.00	1.00
Utility Technician II	U105	0.00	0.00	0.00	0.00	2.00
Utility Technician I	U104	0.00	0.00	3.00	5.00	4.00
Utility Collection Technician I	U104	0.00	0.00	0.00	2.00	2.00
Maintenance Worker III	U103	1.00	1.00	1.00	0.00	0.00
Maintenance Worker II	U102	2.00	2.00	1.00	0.00	0.00
Maintenance Worker I	U101	3.00	3.00	1.00	0.00	0.00
Master Electrician	120	1.00	1.00	0.00	0.00	0.00
Total Full Time Staffing		16.00	17.00	19.00	21.00	23.00

Added [1.0] Wastewater Collections Foreman I and [1.0] Utility Technician I. Promoted [2.0] Utility Technician I to Utility Technician II. Promoted [1.0] Wastewater Collections Foreman II to [1.0] Wastewater Collections Foreman III.

CAPITAL OUTLAY	Amount
Generator L/S #81	\$ 41,400
HIBOCS Odor Control Unit LS #125	52,500
L/S #5 and Panel Box Replacement	50,200
L/S #15 and Panel Box Replacement	50,200
L/S #51 and Panel Box Replacement	51,200
Remote Telemetry Unit L/S #130	13,000
L/S #77 and Panel Box Replacement	63,700
Vehicle - 1/2 Ton Pick Up Truck for new Wastewater Collections Foreman	34,500
Trailer Mounted Genie Lift	34,000
Total Capital Outlay	\$ 390,700

Wastewater Collection

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 377,258	\$ 420,115	\$ 350,315	\$ 412,533	-1.80%
Operating Expenses	154,131	132,925	143,508	136,573	2.74%
Capital Outlay	<u>561,287</u>	<u>695,300</u>	<u>695,300</u>	<u>246,330</u>	-64.57%
Total Budget	\$ 1,092,676	\$ 1,248,340	\$ 1,189,123	\$ 795,436	-36.28%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
WW Collections Foreman III	U115	1.00	1.00	1.00	1.00	0.00
WW Collections Foreman I	U113	0.00	0.00	0.00	0.00	1.00
Utility Equipment Operator II	U109	1.00	1.00	2.00	2.00	1.00
Utility Equipment Operator I	U108	2.00	2.00	1.00	1.00	2.00
Utility Technician II	U105	2.00	2.00	2.00	2.00	2.00
Utility Technician I	U104	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time Staffing		8.00	8.00	8.00	8.00	8.00

Replaced [1.0] Utility Equipment Operator II with [1.0] Utility Equipment Operator I. Replaced [1.0] Wastewater Collections Foreman III with [1.0] Wastewater Collections Foreman I.

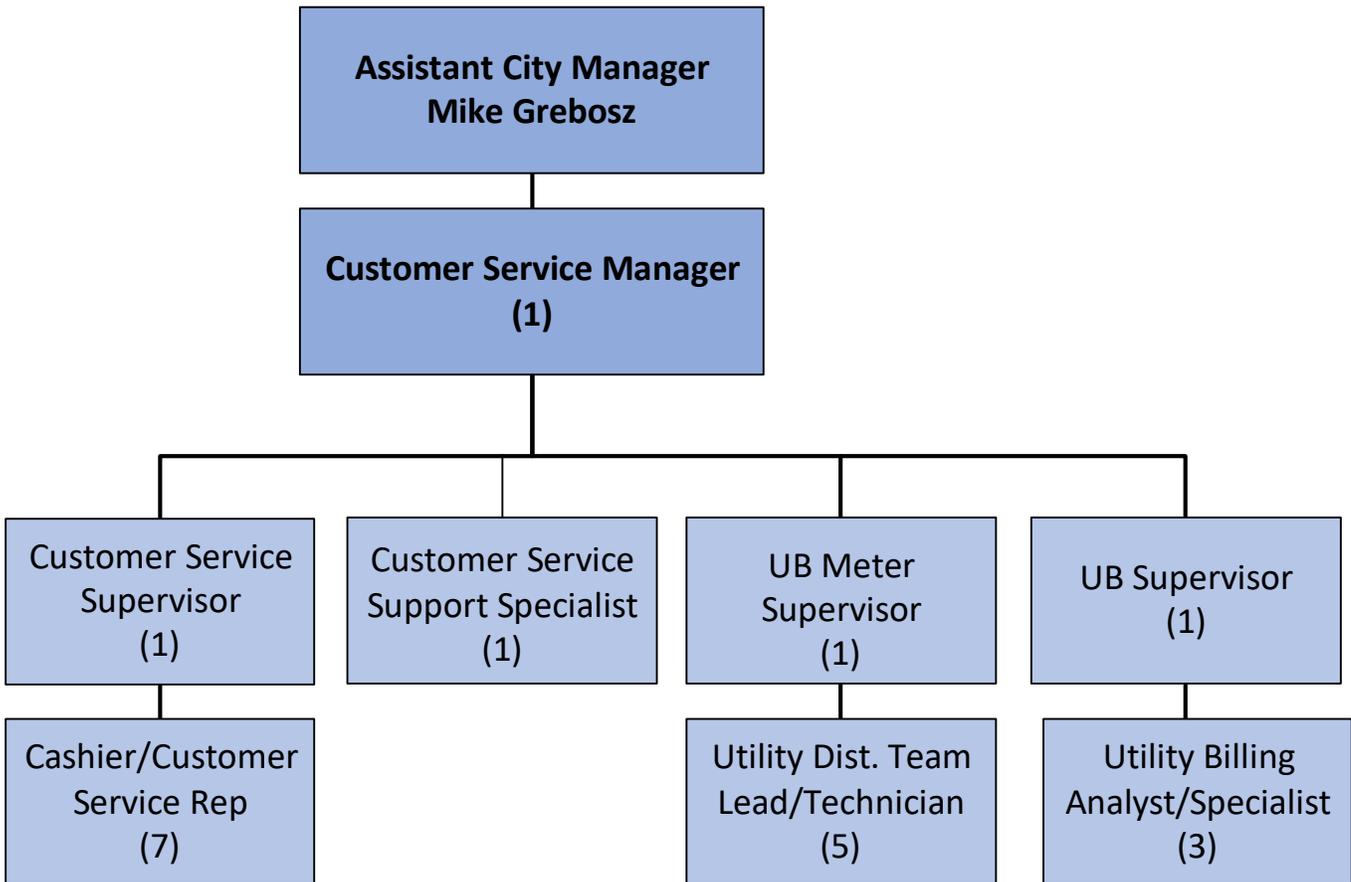
CAPITAL OUTLAY	Amount
Manhole Rehabilitation	\$ 60,000
QZ3 Manhole Pole Camera	19,500
Sewer Line Rehabilitation	150,000
Push Rod Camera System	16,830
Total Capital Outlay	\$ 246,330

Management Discussion

- ✓ Total expenses decreased by 36.71% due to a decrease in capital projects (\$3,086,399).
- ✓ Personal services increased by 1.92% due to four additional staff members and seven promotions.
- ✓ Operating expenses increased by 4.84% due to increased operating capital, increased operating supplies, and increased contracted backflow testing (\$239,082).
- ✓ Capital Outlay decreased by 70.48%.
- ✓ Includes funding for:
 - Water Plant #3 CROM Tank Ceiling Rehab & Safety Enhancements (\$79,200).
 - Water Plant #9 VFD Replacement (\$45,179).
 - Water Plant #2 Roof replacement (\$49,000).
 - WP#4 High Service Pump Replacement (\$35,000).
 - CROM Tank Exhaust Blower WP#4 (\$6,000).
 - Water Plant #9 Submersible Mixing System (\$65,500).
 - W SR 44 Utility Relocation (\$460,000).
 - Mandarin Water Main Replacement (\$60,282).
 - Grundomat Boring Tool (\$5,900).
 - Meter Replacement (\$480,000).
 - Pole Barn Enclosure (\$50,200).
 - Edison Water Main (\$605,508).
 - Rubber Track Excavator (\$31,500).
 - New Truck (\$43,000).
 - Block Digester (\$12,400).
 - Reclaim Barrow Pit Final Design (\$400,000).
 - Brandy/Trails Camera Security System (\$8,600).
 - Commercial Grade Riding Mower (\$12,100).
 - Generator L/S #81 (\$41,400).
 - HIBOCS Odor Control Unit LS #125 (\$52,500).
 - L/S #5 and Panel Box Replacement (\$50,200).
 - L/S #15 and Panel Box Replacement (\$50,200).
 - L/S #51 and Panel Box Replacement (\$51,200).
 - Remote Telemetry Unit L/S #130 (\$13,000).
 - L/S #77 and Panel Box Replacement (\$63,700).
 - Trailer Mounted Genie Lift (\$34,000).
 - Manhole Rehabilitation (\$60,000).
 - QZ3 Manhole Pole Camera (\$19,500).
 - Sewer Line Rehabilitation (\$150,000).
 - Push Rod Camera System (\$16,830).

CUSTOMER SERVICE

Organizational Structure



Description:

The Customer Service Division is responsible for meter reading, utility billing and collection of payments for water, sewer, solid waste, recycling collection, and stormwater services.

Mission:

Provide excellent customer service and utility billing services which ensure services are billed in a timely and accurate manner.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
Utility accounts per full time equivalent (FTE)	High Value Government	1,300	1,400	1,500
Cost per active utility account	High Value Government	\$51.76	\$50.75	\$50.50
Average % of delinquent accounts	High Value Government	1.28%	1.66%	1.25%
% of customers receiving electronic bills	High Value Government	31.73%	32.78%	33.00%
% of customers using online/automatic bank payments	High Value Government	68.19%	68.00%	69.00%
# of meters replaced as part of 20-year replacement cycle program	High Value Government	1,036	1,000	1,000
% of customers using flex pay	High Value Government	7.74%	7.87%	8.00%
# of proactive check for leak follow up orders processed	High Value Government	N/A New Measure	1,700	1,600
# of leaks detected by the processed check for leak follow up orders	High Value Government	N/A New Measure	1,400	1,300

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Continued customer service training on a quarterly basis.
- ✓ Implemented water and sewer rate revisions based on rate study completed during FY 16-17.
- ✓ Conducted a stormwater rate study.
- ✓ Implemented stormwater rate based on rate study completed during FY 19-20.

Action Plan

Utility Billing and Collections		Strategic Plan Area(s)
Goals & Objectives		
1	Deliver courteous, professional and friendly customer service. <ul style="list-style-type: none"> • Ensure each customer service representative attends quarterly customer service training. • Conduct customer satisfaction survey. 	High Value Government

Utility Billing and Collections

	Goals & Objectives	Strategic Plan Area(s)
2	Ensure accurate and timely billing of utility services. <ul style="list-style-type: none"> • Deliver utility bill file to bill processing service by 2:00 p.m. on Tuesday. • Conduct 24 hours of training each year, reviewing ordinances and policies pertaining to utility billing. • Limit error rate in utility billing to no more than ½ of 1%. • Limit bad debt to ½ of 1% of annual utility revenues. • Conduct proactive leak detection processes. 	High Value Government
3	Update water, sewer, and stormwater rates. <ul style="list-style-type: none"> • Implement rate revision based on CPI per City Ordinance. • Develop and implement educational materials for customers on rate changes to include conservation measures. 	High Value Government
4	Enhance e-Government capabilities. <ul style="list-style-type: none"> • Increase customer usage of electronic bills. • Increase collections through electronic means. <ul style="list-style-type: none"> ○ IVR/IWR ○ Automatic Bank Payment (ABP/FLEX) ○ Reoccurring Payments • Replace 1,000 meters per year as part of the 20-year replacement cycle program. • Explore possibilities and conduct feasibility study for upgraded radio read system utilizing mini towers or current upgradable technology. 	High Value Government

- ✓ Manage the difference in rates between potable and reuse water so as to encourage conservation.
 - Target Completion: Annually
 - Strategic Focus Area: Institute Smart Growth Principles
- ✓ Continue to enhance e-government capabilities.
 - Target Completion: Annually
 - Strategic Focus Area: High Value Government
- ✓ Continue to provide excellent customer service.
 - Target Completion: Annually
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

EXPENDITURE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 848,494	\$ 934,088	\$ 934,088	\$ 974,105	4.28%
Operating Expenses	253,130	271,100	284,585	354,514	30.77%
Capital Outlay	<u>60,501</u>	<u>22,000</u>	<u>22,000</u>	<u>49,874</u>	126.70%
Total Budget	\$ 1,162,125	\$ 1,227,188	\$ 1,240,673	\$ 1,378,493	12.33%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Finance Cust. Svc. Manager	124	1.00	1.00	1.00	1.00	1.00
Customer Service Supervisor	117	1.00	1.00	1.00	1.00	1.00
Utility Billing Supervisor	117	0.00	1.00	1.00	1.00	1.00
Utility Billing Analyst	113	2.00	1.00	0.00	0.00	0.00
Util. Billing Meter Supervisor	U112	0.00	0.00	0.00	0.00	1.00
Utilities Cust. Svc Team Lead	112	1.00	0.00	0.00	0.00	0.00
Cust. Svc. Support Specialist	112	1.00	1.00	1.00	1.00	0.00
Customer Service Team Lead	112	0.00	0.00	0.00	0.00	0.00
Cust. Svc. Rep III	111	2.00	2.00	2.00	2.00	1.00
Meter Technician III	111	1.00	1.00	1.00	0.00	0.00
Utility Billing Specialist II	111	1.00	1.00	1.00	2.00	2.00
Util. Dist. Meter Tech Team Ld	U111	0.00	0.00	0.00	1.00	1.00
Utility Billing Specialist I	110	0.00	1.00	2.00	1.00	1.00
Customer Service Rep II	110	2.00	1.00	3.00	2.00	0.00
Meter Technician II	110	0.00	0.00	3.00	0.00	0.00
Customer Service Rep I	109	2.00	4.00	2.00	3.00	7.00
Meter Technician I	109	4.00	4.00	1.00	0.00	0.00
Utility Distribution Tech II	U105	0.00	0.00	0.00	1.00	2.00
Utility Distribution Tech I	U104	0.00	0.00	0.00	3.00	2.00
Total Full Time Staffing		18.00	19.00	19.00	19.00	20.00

Added [1.0] Utility Billing Meter Supervisor. Promoted [1.0] Utility Distribution Tech I to [1.0] Utility Distribution Tech II. Replaced [1.0] Customer Service Support Specialist, [1.0] Customer Service Rep III, and [2.0] Customer Service Rep II with [4.0] Customer Service Rep I.

CAPITAL OUTLAY	Amount
Vehicle - replace 2011 Chevy Volt UB vehicle, 209-15	\$ 24,937
Vehicle - replace Ford Focus, 209-17	24,937
Total Capital Outlay	\$ 49,874

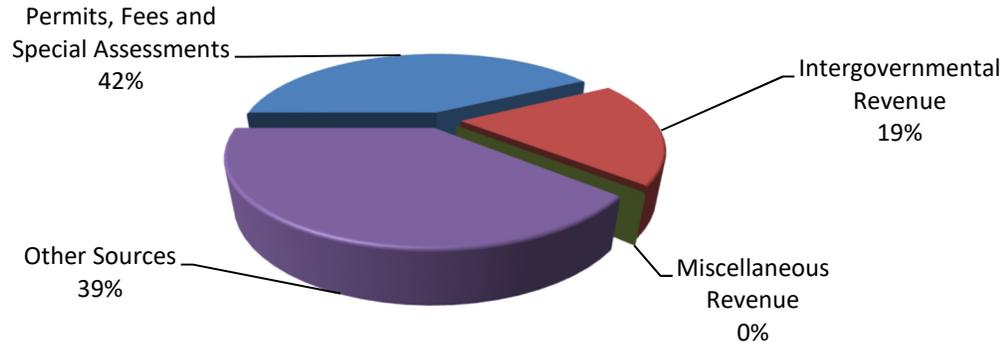
Management Discussion

- ✓ Total expenses increased by 12.33%.
- ✓ Personal Services increased by 4.28% mainly due to the addition of a Utility Billing Meter Supervisor (\$52,984).
- ✓ Operating expenses increased by 30.77% mainly due to a planned Utility Rate and Impact Fee study (\$70,000).
- ✓ Capital Outlay increased by 126.70% due to two vehicles (\$24,937 each) being replaced in FY2020-2021 compared to one in FY2019-2020.
- ✓ Includes funding for:
 - Vehicle replacement (\$49,874).
 - Utility Rate and Impact Fee study (\$70,000)
 - Credit card merchant fees (\$97,500).
 - Customer billing/printing/stuffing/e-bills/inserts (\$40,000).
 - Postage (\$65,000).
 - Water conservation kit (\$13,700).

WATER AND WASTEWATER TRUST FUND

Revenue Summary

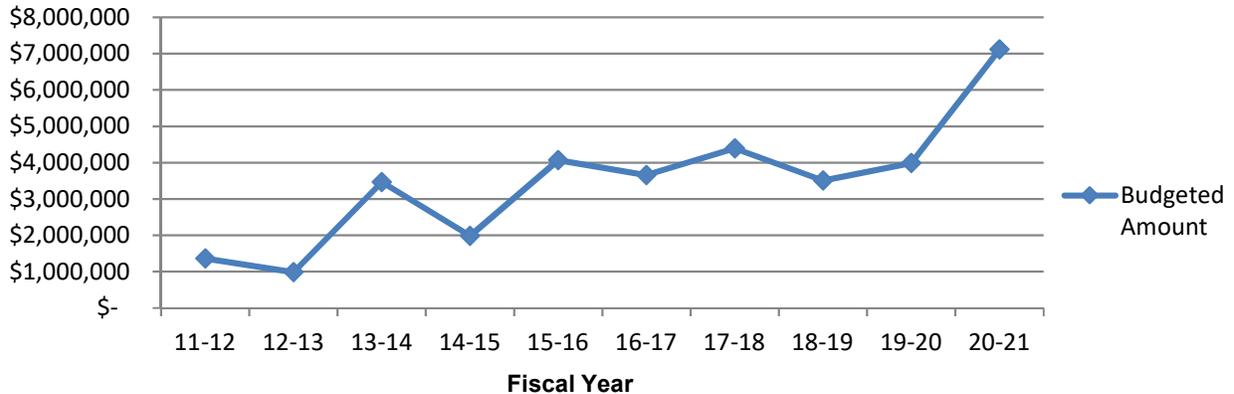
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Permits, Fees and Special Assessments	\$ 3,420,006	\$ 3,469,938	\$ 2,721,199	\$ 3,000,000	-13.54%
Intergovernmental Revenue	567,976	0	48,070	1,365,870	100.00%
Miscellaneous Revenue	257,089	35,000	226,141	0	-100.00%
Other Sources	<u>0</u>	<u>487,331</u>	<u>0</u>	<u>2,749,266</u>	464.15%
Total Water & Wastewater Trust Fund	\$ 4,245,071	\$ 3,992,269	\$ 2,995,410	\$ 7,115,136	78.22%



Management Discussion

The proposed budget includes anticipated impact fees (\$3,000,000), a state grant (\$1,365,870), and a transfer from reserves (\$2,749,266).

History of Revenues



WATER AND WASTEWATER TRUST FUND

Expenditure Summary

Description:

The Water and Wastewater Trust Fund was established to budget capital improvements needed for the orderly expansion of the municipal water and sewer system and to provide a reserve fund for capital projects using revenue collected from development fees.

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Capital Outlay	\$3,314,445	\$3,992,269	\$ 3,992,269	\$7,115,136	78.22%
Total Budget	\$3,314,445	\$3,992,269	\$ 3,992,269	\$7,115,136	78.22%

STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
None					

CAPITAL OUTLAY	Amount
2021 Water Main Improvements	\$1,775,936
Reclaim Water Expansion 4A & Adelle Ave	4,539,200
Reclaim Water Expansion Alabama & Amelia	800,000
Total Capital Outlay	\$7,115,136

Management Discussion

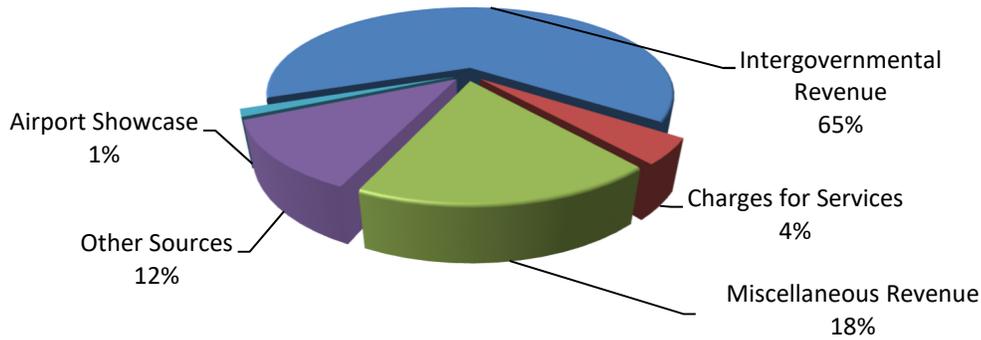
- ✓ Includes funding for:
 - 2021 Water main improvements (\$1,775,936).
 - Reclaim Water Expansion 4A & Adelle Ave (\$4,539,200).
 - Reclaim Water Expansion Alabama & Amelia (\$800,000).



AIRPORT FUND

Revenue Summary

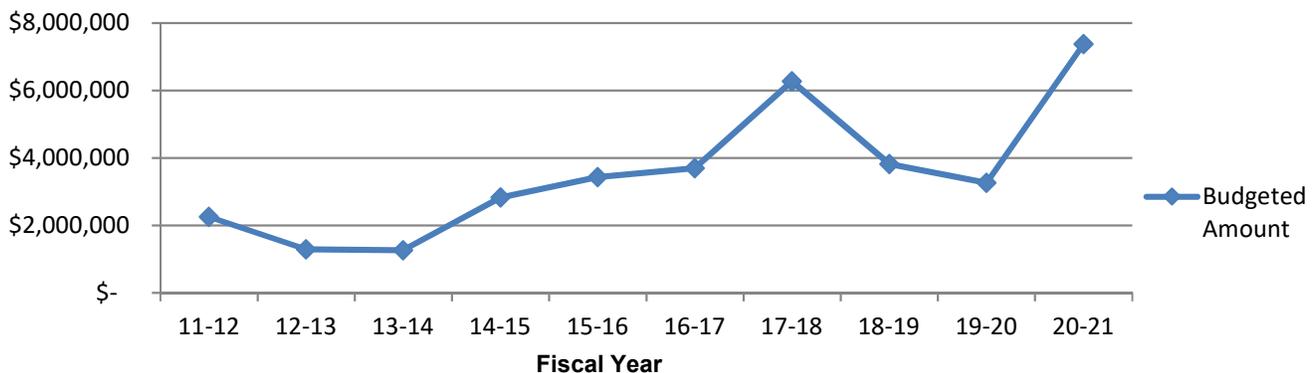
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Intergovernmental Revenue	\$ 2,103,136	\$ 2,783,333	\$ 501,225	\$ 4,820,000	73.17%
Charges for Services	299,666	315,458	314,325	315,458	0.00%
Miscellaneous Revenue	1,229,670	1,256,884	1,268,274	1,289,026	2.56%
Other Sources	85,000	156,590	0	854,718	445.83%
Airport Showcase	<u>89,892</u>	<u>98,149</u>	<u>94,656</u>	<u>98,149</u>	0.00%
Total Airport Fund Revenue	\$ 3,807,364	\$ 4,610,414	\$ 2,178,480	\$ 7,377,351	60.01%



Management Discussion

Intergovernmental Revenue includes Federal (\$3,120,000) and State (\$1,700,000) grants for anticipated airport capital projects. Charges for Services include T-hangar rentals (\$315,458) the same as FY19-20. Miscellaneous Revenue includes land and building leases with anticipated 2.56% increases in non-T-hangar rentals. Other Sources represent use of reserves for Capital Projects in FY20-21. Airport Showcase revenue includes admission fees and fees from exhibitors, food vendors, sponsors and partners (\$98,149). The sharp increases in revenues reflected below are primarily a result of grant revenues for capital projects.

History of Revenues

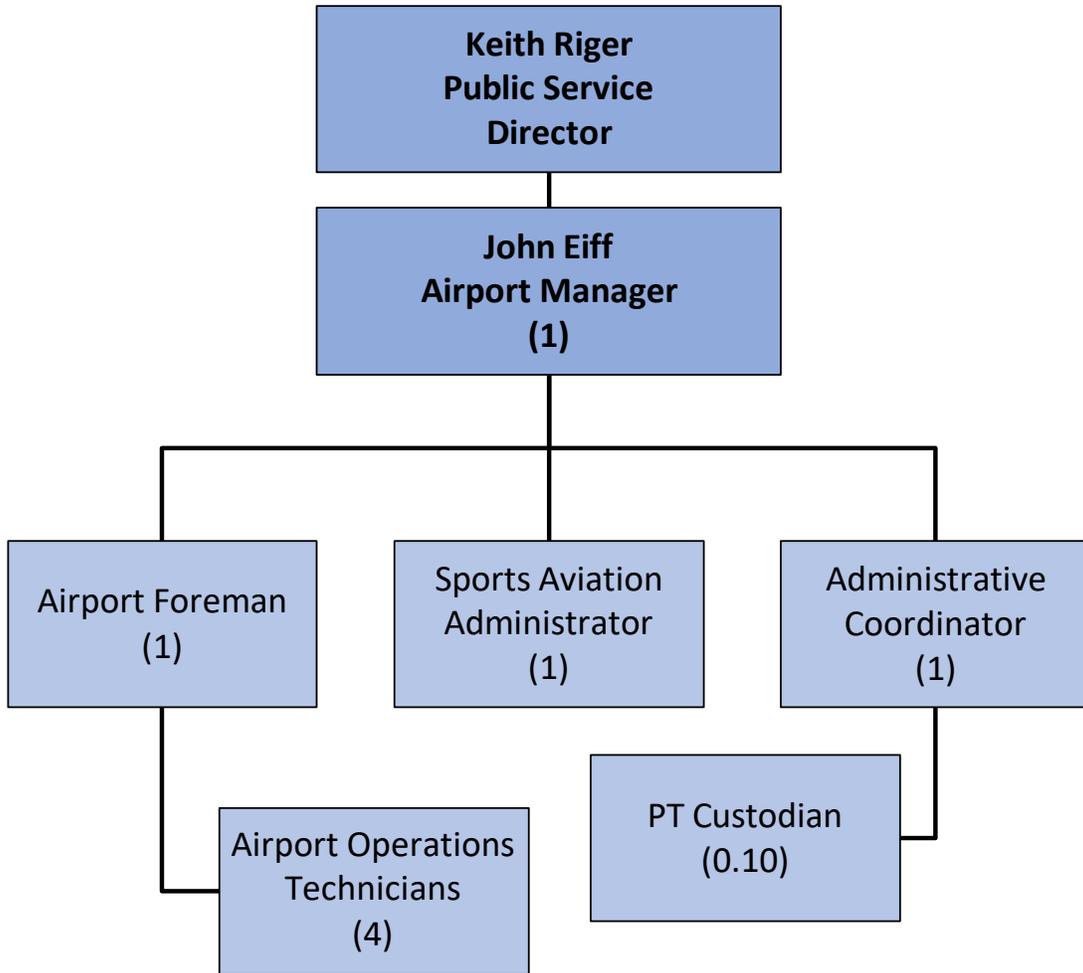




AIRPORT FUND

Expenditure Summary

Organizational Structure



Description:

The Airport Fund provides all airport maintenance including the airfield, airfield lighting, lawn and field maintenance both on the airfield and in the industrial park, maintenance of the city's T-hangars and airport buildings, liaison with the Federal Aviation Authority and Florida Department of Transportation and other operational activities.

Mission:

Operate, maintain and develop DeLand Municipal Airport to promote a safe, secure and self-supporting facility which serves the needs of the aviation community and is aesthetically pleasing to DeLand citizens with minimal nuisance noise.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of users satisfied with Airport appearance and services	High Value Government	91%	95%	95%
Total new acres leased	High Value Government	0	1	2
% of noise complaints responded to within 48 hours	High Value Government	100%	100%	100%
% of service requests responded to within 3 business day	High Value Government	98%	100%	100%
% increase in revenues over prior year (non-aviation and aviation)	High Value Government	2.56%	3%	3%

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Finished the construction phase of the infrastructure for phase one of the Sport Aviation Village and started leasing the hangar sites.
- ✓ Held the 4th annual DeLand Sport Aviation Showcase. This very successful 3-day aviation trade show boasted over 110 exhibitors and produced over 2.0 million in sales of aircraft and aviation related products. The economic impact generated for the general DeLand area is estimated at \$1,353,000, including lodging, food, equipment rentals and more. The Sport Aviation Showcase successfully provided the platform for the promotion of the Sport Aviation Village. Since the 2019 Showcase staff has entertained numerous companies with interest in our Village and with the help of "Team Volusia" we have laid the ground work for both foreign and domestic companies to relocate to our Village. We have taken in several deposits for leased hangar sites and continue to entertain prospective customers for the DeLand Sport Aviation Village.
- ✓ Generated new or renewed land leases for PM Nobrega LLC, J&H Mirror & Glass, LLC
- ✓ Maintained lease management of the T-hangars with a 100% occupancy rate with an average of 45 people on the waiting list.
- ✓ Completed construction of Apron Rehab and Apron Expansion
- ✓ Received funding from FDOT to repair Taxiway Delta electrical Homerun
- ✓ Rehabbed T-hangar bath house on hangar C
- ✓ Started remodeling of Airport Maintenance building
- ✓ Procured new used oil containment tank and replaced gate #4
- ✓ Begin design of East and West Aprons and airfield electrical home runs
- ✓ Procured new Tractor for airfield maintenance

- ✓ Begin design for new fuel farm
- ✓ Begin design for 30 New T-hangars
- ✓ Started Skinner connector road to Rt 11

Action Plan

Development		
Goals & Objectives		Strategic Plan Area(s)
1	Maintain revenue income to cover or exceed expenditures. <ul style="list-style-type: none"> • Continually improve and maintain accurate economic development information airport web site for the Business Parks, Airfield and Sport Aviation Village. 	High Value Government
2	To ensure eligibility for all available grant funding. <ul style="list-style-type: none"> • Maintain Federal Aviation Administration/Florida Department of Transportation Joint Automated Capital Improvement Program funding. 	Preparing for the Future/ Sustainability
3	DeLand Municipal Airport Village and Showcase <ul style="list-style-type: none"> • The DeLand Municipal Airport intends to become a center for sport aviation by developing the DeLand Sport Aviation Village, a year-round commerce village that will realize job creation, and by hosting the annual DeLand Sport Aviation Showcase that will boost tourism. 	Preparing for the Future/ Sustainability

Appearance		
Goals & Objectives		Strategic Plan Area(s)
1	Maintain customer satisfaction. <ul style="list-style-type: none"> • Respond to tenants' service request within 3 days. 	High Value Government
2	Improve level of road maintenance. <ul style="list-style-type: none"> • Ensure that all potholes are filled within 20 days. 	High Value Government

Public Relations		
Goals & Objectives		Strategic Plan Area(s)
1	Implement noise abatement recommendations included in the noise study. <ul style="list-style-type: none"> • Maintain liaison with community leaders in an effort to improve noise abatement issues. 	High Value Government & Communication
2	Regularly identify and resolve airfield operational issues. <ul style="list-style-type: none"> • Meet with the Airport Advisory Committee. 	High Value Government & Communication
3	Maintain customer satisfaction. <ul style="list-style-type: none"> • Respond to tenants' service request within 3 days. 	High Value Government & Communication

Operations and Maintenance

Goals & Objectives		Strategic Plan Area(s)
1	Complete airfield improvements in accordance with capital improvement programs. <ul style="list-style-type: none"> • Obtain leases for the Sport Aviation Village. • Design East and West Ramp paving and electrical homerun projects. • Complete design and begin construction of SR 11 Access road. 	High Value Government
2	Maintain airfield security. <ul style="list-style-type: none"> • Ensure upkeep of perimeter fencing. • Continue monitoring and maintenance of airfield security cameras. 	High Value Government
3	Improve Level of road maintenance <ul style="list-style-type: none"> • Ensure that all potholes are filled within 20 days. 	High Value Government
4	Maintain and improve Airport safety regulations. <ul style="list-style-type: none"> • Implement Airport safety recommendations presented by staff and the Airport Advisory Committee. 	High Value Government

Long-Term Goals

- ✓ Establish Sport Aviation Showcase as a self-sustaining annual event.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete connection of North Eidson Drive to SR 11.
 - Target Completion: FY2021-2022
 - Strategic Focus Area: Regional High Value Job Creation
- ✓ Complete final phase of NW Industrial Park.
 - Target Completion: FY2022-2023
 - Strategic Focus Area: Regional High Value Job Creation

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 483,340	\$ 501,294	\$ 516,709	\$ 547,234	9.16%
Operating Expenses	470,536	545,134	523,680	584,309	7.19%
Capital Outlay	3,544,430	3,103,866	620,777	5,776,000	86.09%
Transfers	305,776	454,184	465,596	465,808	2.56%
Contingency	-	5,936	4,000	4,000	-32.61%
Total Budget	\$4,804,082	\$4,610,414	\$2,130,762	\$7,377,351	60.01%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Sports Aviation Administrator	E105	1.00	1.00	1.00	1.00	1.00
Airport Manager	E103	1.00	1.00	1.00	1.00	1.00
Administrative Coordinator	115	1.00	1.00	1.00	1.00	1.00
Airport Operations Foreman II	115	0.00	0.00	1.00	1.00	1.00
Airport Operations Foreman I	114	1.00	1.00	0.00	0.00	0.00
Airport Operations Tech III	112	0.00	0.00	0.00	1.00	1.00
Equipment Operator II	111	1.00	1.00	1.00	0.00	0.00
Maintenance Repair Worker II	111	1.00	1.00	1.00	0.00	0.00
Equipment Operator I	110	0.00	0.00	0.00	0.00	0.00
Maintenance Worker III	109	1.00	1.00	0.00	1.00	0.00
Airport Operations Tech II	108	0.00	0.00	2.00	1.00	2.00
Administrative Assistant II	108	0.00	0.00	0.00	0.00	0.00
Custodian/Housekeeping	108	0.00	0.00	0.00	0.10	0.10
Airport Operations Tech I	107	<u>1.00</u>	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>1.00</u>
Total Full Time Staffing		8.00	8.00	8.00	7.10	8.10

Added [1.0] Airport Operations Tech I. Replaced [1.0] Maintenance Worker III with [1.0] Airport Operations Tech II.

CAPITAL OUTLAY	Amount
Skinner Connector Road	\$ 500,000
T-Hangars and electric gate controller	1,825,000
Rehabilitate East and West Aprons & electric home runs	3,100,000
Wildlife Management Plan	20,000
Security cameras and fencing	300,000
New fence installed in Sport Village	<u>31,000</u>
Total Capital Outlay	\$5,776,000

Management Discussion

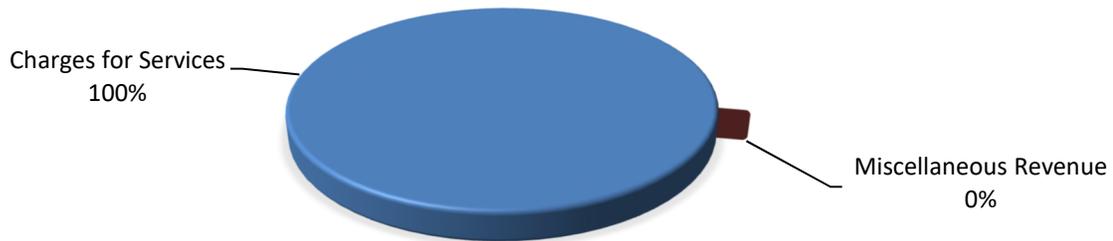
- ✓ Total expenses increased by 60.01% mainly due to increase in capital projects.
- ✓ Personal Services increased by 9.16% due to the addition of a new Maintenance Worker I (\$34,200) and additional insurance costs.
- ✓ Operating expense increased by 7.19%.
- ✓ Includes funding for:
 - Skinner Connector Road (\$500,000).
 - T-Hangars and electric gate controller (\$1,825,000)
 - Rehabilitate East and West Aprons & electric home runs (\$3,100,000).
 - Wildlife Management Plan (\$20,000).
 - Security cameras and fencing (\$300,000).
 - Installation of fence in Sport Village (\$31,000).
 - Insurance (Aviation, Liability, Property, and etc.) (\$83,215).
 - Runway lighting (\$8,000).
 - New Administrative building furnishings (\$30,000).
 - DaVita rent reimbursement (\$58,102).



REFUSE COLLECTION FUND

Revenue Summary

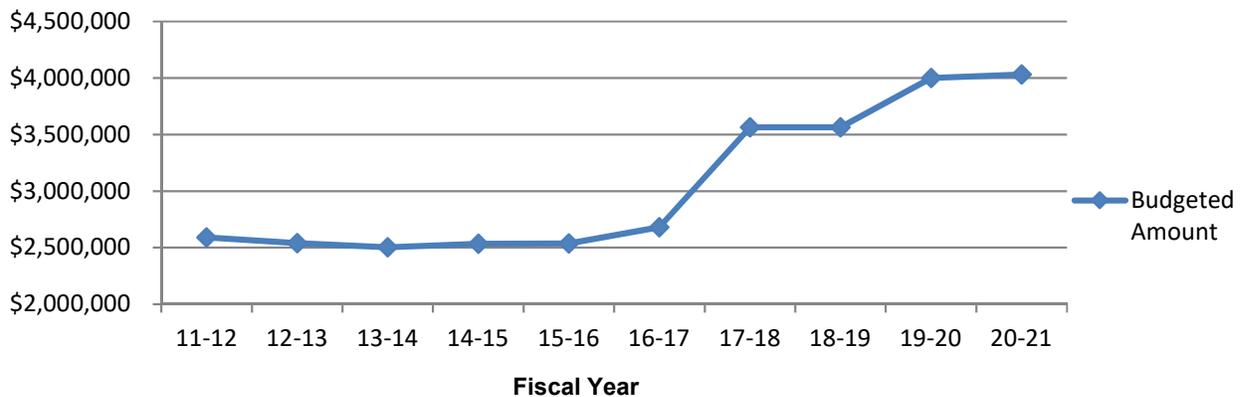
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Charges for Services	\$ 3,857,280	\$ 4,000,200	\$ 4,030,200	\$ 4,030,200	0.75%
Miscellaneous Revenue	<u>1,750</u>	<u>0</u>	<u>1,500</u>	<u>0</u>	N/A
Total Refuse Fund Revenue	\$ 3,859,030	\$ 4,000,200	\$ 4,031,700	\$ 4,030,200	0.75%



Management Discussion

Projected in FY2020-2021 budget is \$4,030,200 for Charges for Services which represents fees collected for solid waste collection. The City has a franchise agreement with WCA Waste Corporation to provide these services. The effective date of the agreement is October 1, 2017 and expires on September 30, 2022. The City receives 10% of gross revenues in return for franchise fees. Additionally, the City receives 3% of gross revenues for billing services. The franchise fees revenues are recognized in the General Fund of the City while the billing fee revenues are recognized in the City's Water and Sewer Fund.

History of Revenues





REFUSE COLLECTION FUND

Expenditure Summary

Description:

The Refuse Fund accounts for the activities of solid waste and recycling collection. This responsibility has been privatized; however, the City monitors the collection service for solid waste, yard waste and recycling.

Mission:

Efficiently and effectively collect garbage and recycling to protect public health.

Performance Measures

Department Performance	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of residential customers surveyed who are satisfied with solid waste services	80%	88%	85%
% customer complaints responded to within 24 hours and resolved within 3 days.	90%	85%	90%
% of tons of recyclables collected.	25%	40%	40%

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Operating Expenses	\$3,756,564	\$3,894,000	\$3,925,800	\$3,925,800	0.82%
Transfers	<u>101,823</u>	<u>106,200</u>	<u>104,400</u>	<u>104,400</u>	-1.69%
Total Budget	\$3,858,387	\$4,000,200	\$4,030,200	\$4,030,200	0.75%
STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
None					
CAPITAL OUTLAY					Amount
None					

Management Discussion

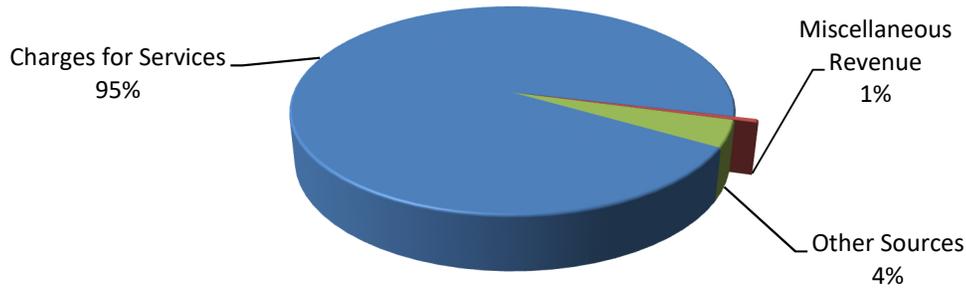
- ✓ Includes funding for:
 - WCA Waste Corporation (\$3,925,800).



STORMWATER FUND

Revenue Summary

REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Charges for Services	\$ 1,737,025	\$ 1,743,600	\$ 1,778,832	\$ 1,798,274	3.14%
Miscellaneous Revenue	55,361	10,000	20,000	10,000	0.00%
Other Sources	<u>0</u>	<u>292,388</u>	<u>0</u>	<u>78,178</u>	-73.26%
Total Stormwater Fund Revenue	\$ 1,792,386	\$ 2,045,988	\$ 1,798,832	\$ 1,886,452	-7.80%

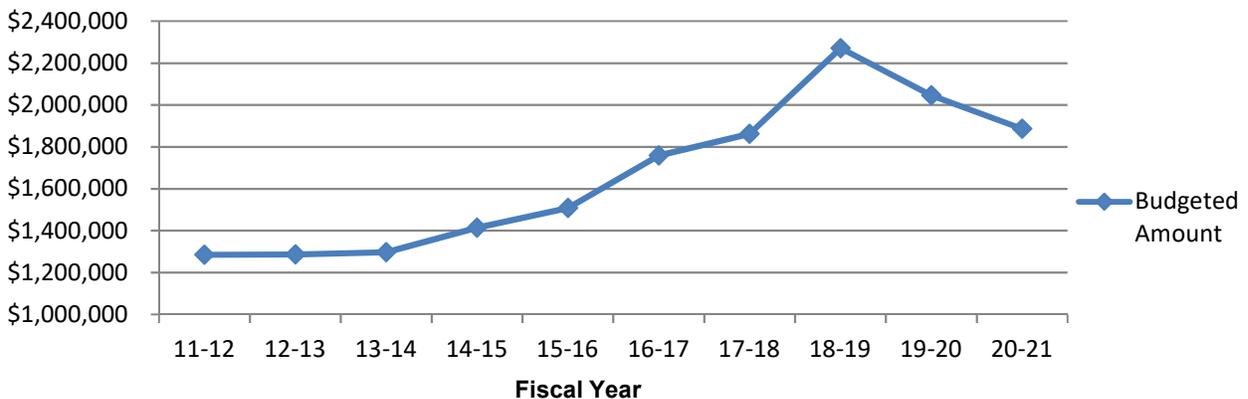


Management Discussion

Charges for services represent stormwater fees and are projected with a 3.14% increase from FY2019-2020 budget.

Other Sources in FY2020-2021 represents use of reserves for the capital projects.

History of Revenues

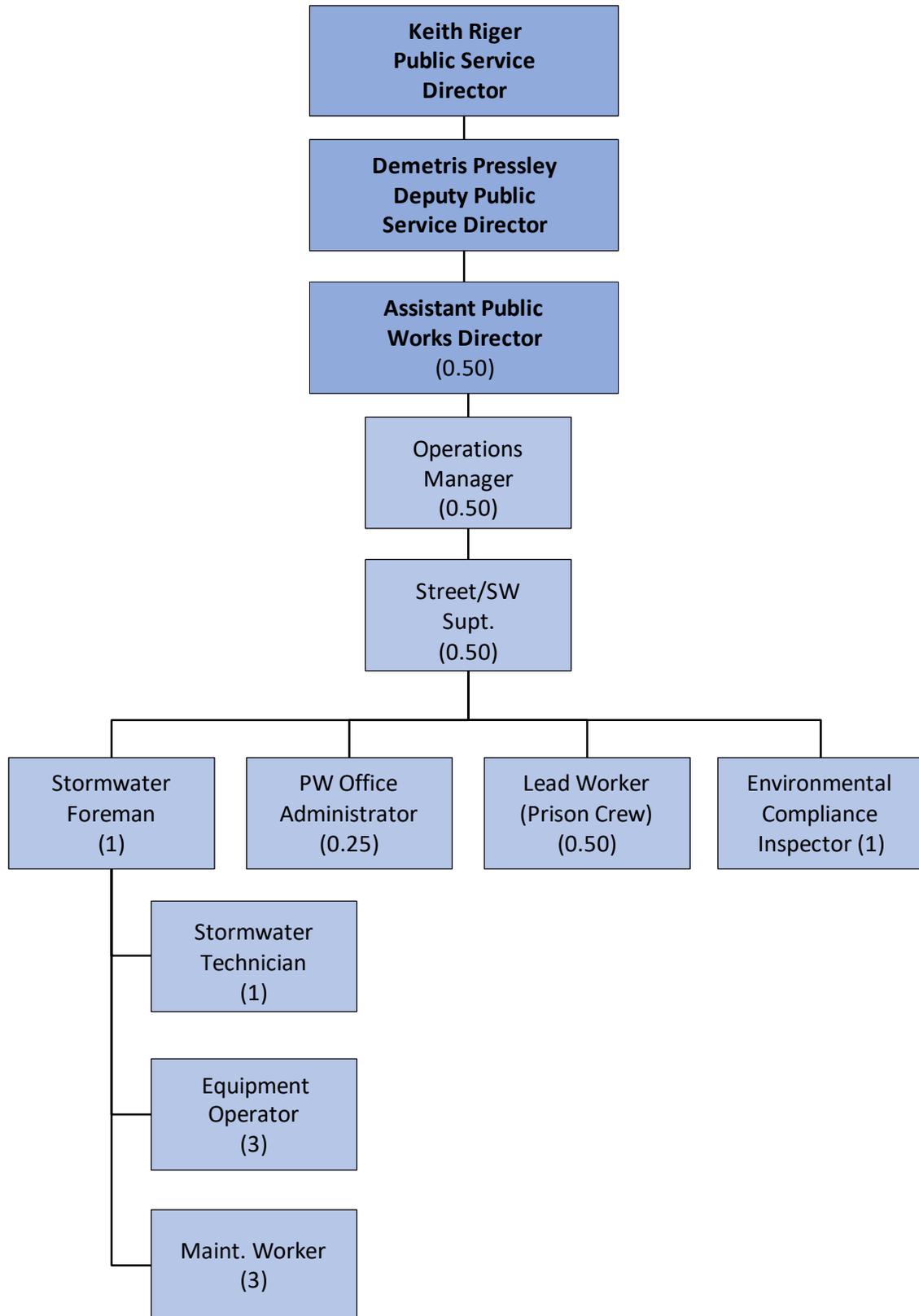




STORMWATER FUND

Expenditure Summary

Organizational Structure



Description:

The Stormwater Fund accounts for all aspects of stormwater infrastructure maintenance (drainage pipes, retention areas, street sweeping, storm water pump stations, etc.).

Mission:

Collect and convey storm water to protect life and property from flooding and minimize contamination of ground water and monitor and maintain the National Pollutant Discharge Elimination System (NPDES) Program, best management practices (BMP), and reporting to the Florida Dept. of Environmental Protection.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
% of drainage repairs completed within 30 calendar days	High Value Government	93%	90%	90%
% of sites passing NPDES requirements	High Value Government	93%	95%	95%
% of designated storm sewer cleaned annually	High Value Government	5%	25%	30%
% of storm sewer inlets cleaned	High Value Government	28%	35%	30%
% of storm water retention ponds maintained annually	High Value Government	28%	35%	30%
% of curb miles swept	High Value Government	95%	95%	100%

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Projects: Waterford Lakes pipe lining phase 3, Site Work for Public Services sheds #4 & #6, Cross Creek 24" pipe installation, Install drainage in Georgia Ave (Trilogy Coffee).
- ✓ Amelia Avenue Pump Station Replacement Project
- ✓ With the replacement of the sewer jet, it has allowed the Stormwater Department to more efficiently and effectively maintain over 400,000 ft of pipe and 1,500 catch basins throughout the City's MS4 system.
- ✓ Rehab of de-mucking 12 retention/detention ponds
- ✓ Renewed NPDES Program for Cycle 4 year 1 for annual report
- ✓ Phase III of CityWorks program; GIS Data for the entire City maintained Storm sewer system, equipment inventory inspections quarterly.
- ✓ Entire Stormwater Division certified as Level I and II operators for the Florida Stormwater Association.
- ✓ Continued preservation and retrofitting retention areas/ditched throughout the City.
 - Additional capacity at Bent Oaks Stormwater Pond (North)
- ✓ Full public education program with focus on Environmental Compliance (MSDS, Construction Site, Water Conservation, waste reduction, and storm pollution).
- ✓ Completed several major pipe replacement projects in house at a cost savings to the City.
- ✓ Mowing attachment for excavator increase ditches and swales cleaning.
- ✓ Stormwater Master Plan Update: 5 Major Projects in progress.

Action Plan

Infrastructure Maintenance

Goals & Objectives		Strategic Plan Area(s)
1	<p>Maintain Stormwater System in accordance with State and Federal requirements.</p> <ul style="list-style-type: none"> • Protect Citizens and Property from Flooding. • Preserve and maintain surface waters, wetlands, and areas as functional and attractive for people and the environment. • Implement Stormwater Plan. 	High Value Government
2	<p>Maintain all stormwater pipes, retention areas and pumping stations in good working condition.</p> <ul style="list-style-type: none"> • SW Staff identifies and repairs site improvement to the SW system. • Prioritizes master plan and recommended projects by focusing on problem locations that will impact key areas, major corridors and protection of private property. • Mowing and de-mucking schedule of City's retention ponds and ditches. • Scheduled inspection and maintenance of pump station. 	High Value Government
3	<p>Street Sweeping program to control debris and pollution to minimize impact to SW runoff. The program purpose is to maintain streets for aesthetic and safety intent.</p> <ul style="list-style-type: none"> • The City operates a sweeper year-round for the downtown DeLand corridor and special events. • A City contractor (USA Services) provides a sweeping schedule on streets within the City Right-of-Way. • Sweepers are also used to respond to certain types of spill clean-up, where the material is able to be safely swept up with this type of equipment. 	High Value Government

Community Connection / Sustainability

Goals & Objectives		Strategic Plan Area(s)
1	<p>Develop and implement a National Pollutant Discharge Elimination System (NPDES) stormwater program.</p> <ul style="list-style-type: none"> • City must maintain and operate a SW management plan and pollution prevention plan. • Provide responsible monitoring of private and public SW infrastructure. • Establish work practices and methods for handling potentially polluting materials. 	Communications
2	<p>Promote NPDES program for protection and educational efforts, including hosting and attending events, and public outreach.</p>	Communications
3	<p>Stormwater Master Plan Update.</p>	Preparing for the Future

Long-Term Goals

- ✓ Stormwater Master Plan Project Implementation:
 - o Target Completion: FY2024-2025
 - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community

- ✓ Infrastructure: Public Works will develop and implement a comprehensive asset management plan for our contractual services, continued public education, maintenance of retention and detention ponds, ditches, swales, and flood control facilities.
 - o Target Completion: FY2022-2023
 - o Strategic Focus Area: High Value Government, Sustainability, Sense of Community
- ✓ Sustainability: Public Works will develop and implement a plan that will reduce the consumption of natural resources, improve air quality, public education, NPDES Programs, monitoring of city outfalls, and achieve 75% pollution diversion.
 - o Target Completion: FY2023-2024
 - o Strategic Focus Area: High Value Government, Sustainability
- ✓ Capital Improvement Plan: Stormwater has developed and implement a long-term capital improvement plan for all City stormwater facilities and infrastructure.
 - o Target Completion: FY2025-2026
 - o Strategic Focus Area: High Value Government, Sustainability

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 409,204	\$ 470,518	\$ 460,390	\$ 586,342	24.62%
Operating Expenses	310,427	456,783	443,846	307,939	-32.59%
Capital Outlay	748,429	742,388	742,388	727,063	-2.06%
Transfers	358,947	265,119	299,756	257,108	-3.02%
Contingency	<u>13,645</u>	<u>111,180</u>	<u>8,000</u>	<u>8,000</u>	-92.80%
Total Budget	\$ 1,840,652	\$2,045,988	\$1,954,380	\$1,886,452	-7.80%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Asst Public Works Dir. (Fund 001)	E104	0.00	0.00	0.00	0.00	0.50
Operations Mgr. (also Fund 001)	122	0.50	0.50	0.50	0.50	0.50
Streets/SW Sup. (also Fund 001)	120	0.50	0.50	0.50	0.50	0.50
Environmental Compliance Insp.	118	1.00	1.00	1.00	1.00	1.00
Office Administrator	117	0.00	0.00	0.00	0.25	0.25
Foreman II	115	1.00	0.00	1.00	1.00	1.00
Foreman I (also Fund 001)	114	0.50	1.50	0.00	0.00	0.00
Stormwater Technician I	112	0.00	0.00	0.00	0.00	1.00
Lead Worker	111	0.00	0.00	0.50	0.50	0.50
Equipment Operator II	111	1.00	0.00	0.00	0.00	0.00
Equipment Operator I	110	2.00	3.00	3.00	3.00	3.00
Maintenance Worker II	108	3.00	2.00	0.00	1.00	2.00
Maintenance Worker I	107	<u>0.00</u>	<u>1.00</u>	<u>3.00</u>	<u>2.00</u>	<u>1.00</u>
Total Full Time Staffing		9.50	9.50	9.50	9.75	11.25

Added [0.5] Assistant Public Works Director and [1.0] Stormwater Technician. Promoted [1.0] Maintenance Worker I to [1.0] Maintenance Worker II.

CAPITAL OUTLAY	Amount
City Hall Drainage Pipe 24"	\$111,090
New Hampshire Ave Pond Addition	250,384
Boston Ave & Rich Ave Drainage Improvements	65,019
5-Year Lease of a New Sweeper 450-5026	65,200

Broom Attachment for New Skid Steer SLV95-2S	5,770
Replace portable pump, 450-PP-003	50,650
Replace portable pump, 450-PP-008	50,650
Mowing Head Attachment for New Skid Steer SLV95-2S	8,300
Misc. Stormwater Neighborhood Improvements	100,000
Misc. Stormwater Pond Improvements	20,000
Total Capital Outlay	\$727,063

Management Discussion

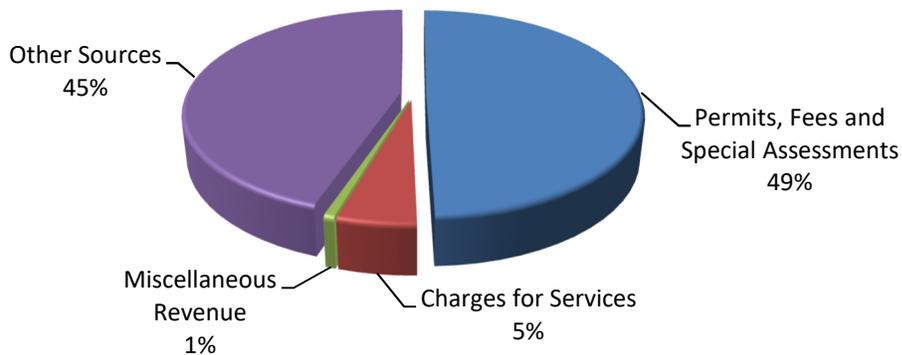
- ✓ Total expenses decreased by 7.80% mainly due to decrease in Contingency and a decrease in operating expenses.
- ✓ Personal Services increased by 24.62% due to addition of an Assistant Public Works Director and a Stormwater Technician in FY2020-2021.
- ✓ Operating expenses decreased by 32.59% due to a one-time Stormwater Rate Study (\$75,000) in FY2019-2020 and the ending of a Street sweeping contract (\$71,572).
- ✓ Includes funding for:
 - City Hall Drainage Pipe 24" (\$111,090).
 - New Hampshire Ave Pond Addition (\$250,384).
 - Boston Ave & Rich Ave Drainage Improvements (\$65,019).
 - 5-Year Lease of a New Sweeper, 450-5026 (\$65,200).
 - Broom Attachment for New Skid Steer SLV95-2S (\$5,770).
 - Replace portable pump, 450-PP-003 (\$50,650).
 - Replace portable pump, 450-PP-008 (\$50,650).
 - Mowing Head Attachment for New Skid Steer SLV95-2S (\$8,300).
 - Misc. Stormwater Neighborhood Improvements (\$100,000).
 - Misc. Stormwater Pond Improvements (\$20,000).



PERMITS AND INSEPTIONS FUND

Revenue Summary

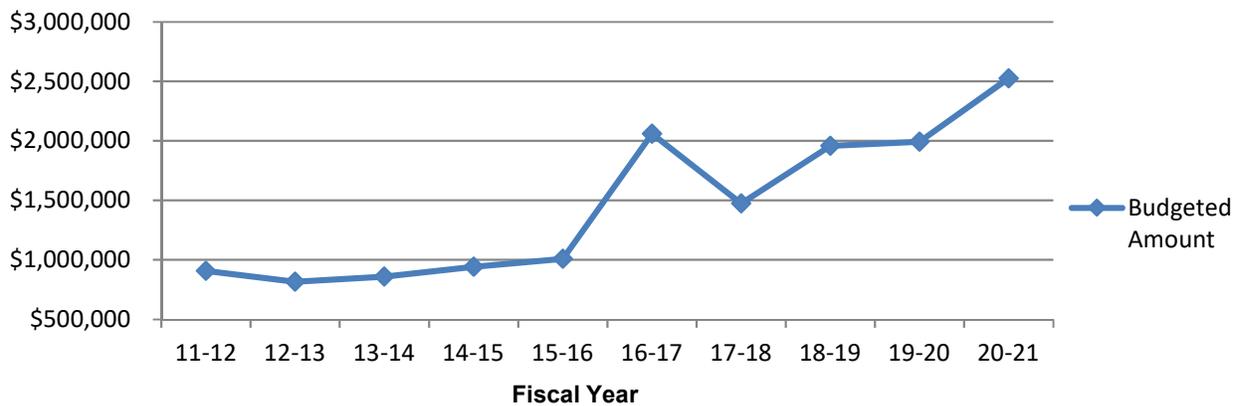
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Permits, Fees and Special Assessments	\$ 1,560,866	\$ 1,255,135	\$ 1,336,439	\$ 1,255,135	0.00%
Charges for Services	216,243	148,000	151,195	125,500	-15.20%
Miscellaneous Revenue	107,622	18,936	29,464	16,936	-10.56%
Other Sources	<u>0</u>	<u>571,493</u>	<u>0</u>	<u>1,131,396</u>	97.97%
Total Permits & Inspection Fund Revenue	\$ 1,884,731	\$ 1,993,564	\$ 1,517,098	\$ 2,528,967	26.86%



Management Discussion

Permits, Fees and Special Assessments consist primarily of building permit fees. Charges for Services include building plan review fees, fire plan reviews, and reinspection fees. Miscellaneous Revenue consists of interest income and other revenue. Other Sources consist of use of reserves (\$1,131,396).

History of Revenues

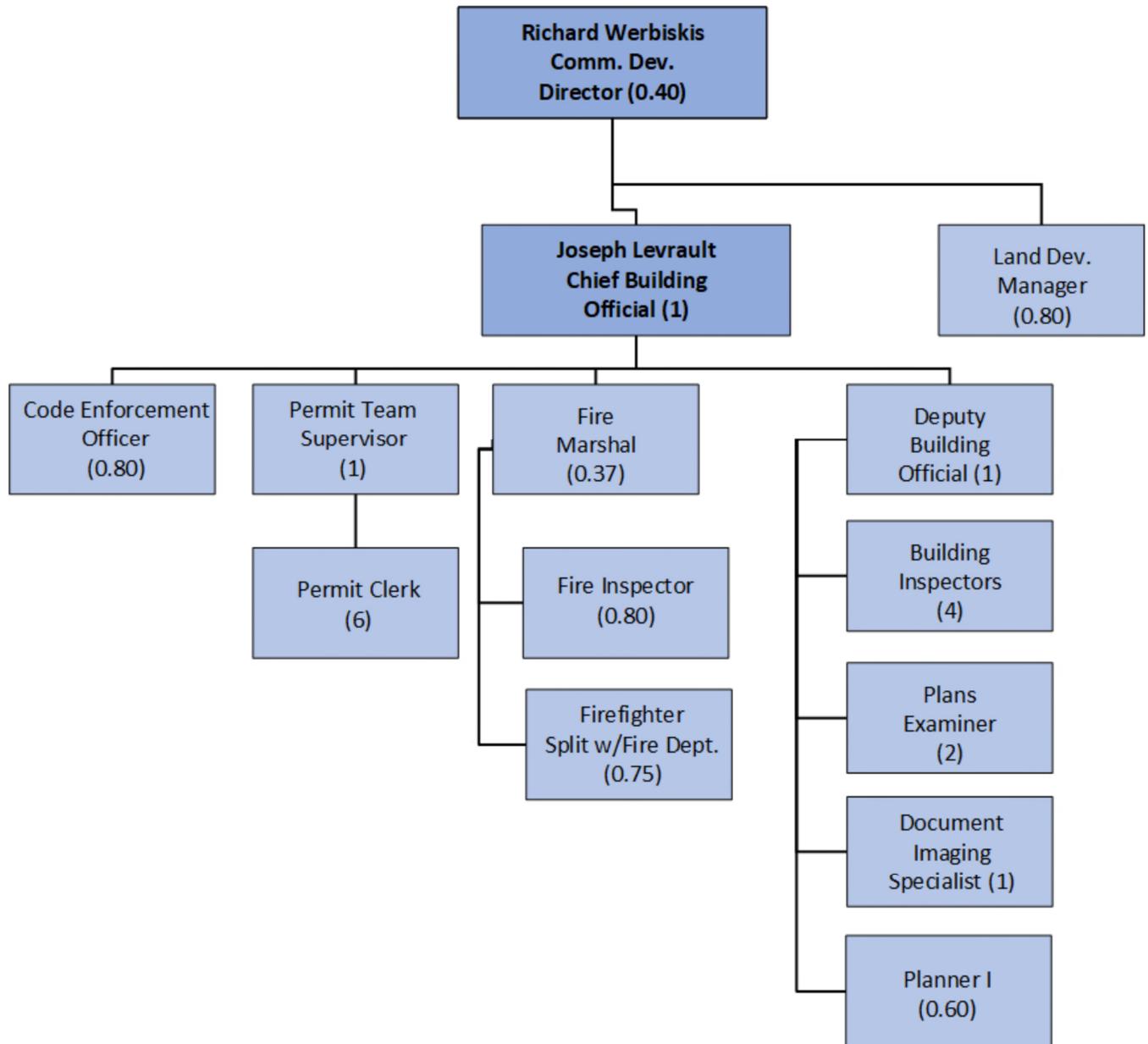




PERMITS AND INSEPTIONS FUND

Expenditure Summary

Organizational Structure



Description:

The Permits and Inspection Department ensures that all new or improved structures meet state building code and local ordinance requirements. Front counter personnel assist the public and process permit applications. Plans are reviewed to ensure all proposed construction complies with applicable codes, regulations and ordinances. Field inspections are conducted to ensure building construction practices are completed in accordance with approved plans and all applicable construction codes.

Mission:

The Building Department promotes the general health, safety, and welfare of the citizens of DeLand through enforcement of the Florida Building Code, while providing the highest level of customer service attainable.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
Average number of days from building permit application to date of issuance	High Value Government	14	15	12
% of small building plans reviewed within 3 days	High Value Government	76%	90%	95%
% of large building plans reviewed within 10 days	High Value Government	60%	85%	90%
% of first inspections completed within 24 hours	High Value Government	99%	98%	99%
% of plan reviews with first review completed within 14 business days	High Value Government	68%	90%	95%

Fiscal Year 2019 – 2020 Accomplishments

- ✓ Implemented Accela Civic Platform along with ePermitHub and OpenCounter.
- ✓ Enhanced staff training and certification to improve plan review and inspection services.
- ✓ Improved customer satisfaction rate.
- ✓ Reduced plan review time and improved plan review accuracy.

Action Plan

Permits and Inspections

	Goals & Objectives	Strategic Plan Area(s)
1	<p>Provide for the health safety and welfare of the public by ensuring that all laws and codes are followed through an efficient and effective permitting process and proactive inspections.</p> <ul style="list-style-type: none"> • Maintain a 3-day turnaround time on “final” small building plans submitted for review. • Maintain a 10-day turnaround on “final” single family residence plans submitted for review • Provide all requested building inspection services within 24 hours. • Process minor site plans within 8 business hours. • Issue all Business Tax Receipts within 3 days. • Initiate neighborhood revitalization program through the removal of dilapidated structures. 	High Value Government

Long-Term Goals

- ✓ Increase the number of “Over The Counter” permits able to be issued.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Increase the number of professional certifications for individual inspectors.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government, Communication, Maintaining a Safe Community
- ✓ Enhanced training of personnel.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government, Maintaining a Safe Community
- ✓ Update of local ordinances to bring them into compliance with state and federal guidelines.
 - Target Completion: FY2020-2021
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$1,011,720	\$1,301,642	\$1,301,642	\$ 1,378,503	5.90%
Operating Expenses	115,113	112,794	108,971	513,629	355.37%
Capital Outlay	235,995	0	382,855	0	N/A
Transfers	1,048,010	575,128	780,882	632,835	10.03%
Contingency	<u>11,257</u>	<u>4,000</u>	<u>4,000</u>	<u>4,000</u>	0.00%
Total Budget	\$2,422,095	\$1,993,564	\$2,578,350	\$ 2,528,967	26.86%

STAFFING	PAY GRADE	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Community Development Director	E108	0.35	0.35	0.35	0.40	0.40
Fire Marshal	F106	0.50	0.50	0.50	0.50	0.00
Firefighter	F101	0.00	0.00	0.00	0.75	0.75
Chief Building Official	B106	0.75	1.00	1.00	1.00	1.00
Deputy Chief Building Official	B105	1.00	1.00	1.00	1.00	1.00
Plans Examiner	B104	1.00	1.00	2.00	2.00	2.00
Building Inspector II	B102	0.00	1.00	0.00	0.00	0.00
Building Inspector I	B101	3.00	2.00	4.00	4.00	4.00
Land Development Manager	124	0.75	0.75	0.75	0.75	0.80
Planner I	119	0.00	0.00	0.00	0.00	0.60
Code Enforcement Officer	115	0.00	0.30	0.30	0.80	0.80
Permit Supervisor	115	0.00	0.00	0.00	0.00	1.00
Planning Technician	114	0.00	0.60	0.60	0.60	0.00
Permit Clerk III	113	0.00	0.00	0.00	1.00	0.00
Permit Clerk II	112	0.00	0.00	0.00	1.00	1.00
Permit Team Lead	112	1.00	1.00	1.00	1.00	0.00
Permit Facilitator	111	0.00	0.00	0.00	1.00	0.00
Document Imaging Specialist	111	1.00	1.00	1.00	1.00	1.00
Permit Clerk I	111	<u>3.60</u>	<u>3.60</u>	<u>3.60</u>	<u>3.00</u>	<u>5.00</u>
Total Full Time Staffing		12.95	14.10	16.10	19.80	19.35

Fire Marshal	F106	0.00	0.00	0.00	0.00	0.37
Fire Inspector	F105	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.80</u>
Total Part Time Staffing		0.00	0.00	0.00	0.00	1.17
Permit Clerk	N/A	<u>0.00</u>	<u>0.45</u>	<u>0.45</u>	<u>0.00</u>	<u>0.00</u>
Total Contract Staffing		0.00	0.45	0.45	0.00	0.00
Total Staffing		12.95	14.55	16.55	19.80	20.52

Added two part-time Fire Inspectors [0.40 each]. Updated Land Development Manager split with General Fund [80/20]. Changed Fire Marshal from [0.50] to [0.37]. Promoted [1.0] Permit Team Lead to [1.0] Permit Team Supervisor. Promoted [1.0] Permit Facilitator to [1.0] Permit Clerk II. Replaced [1.0] Permit Clerk III and [1.0] Permit Clerk II with [2.0] Permit Clerk I. Reclassified [0.6] Planning Technician to [0.6] Planner I.

CAPITAL

Amount

None

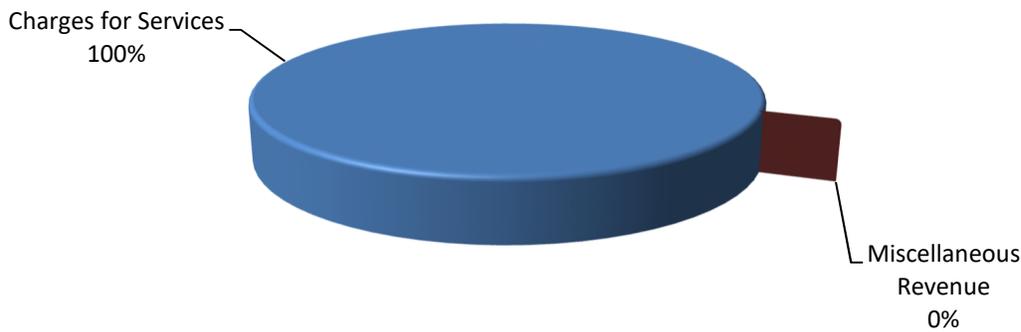
Management Discussion

- ✓ Total expenses increased by 26.86%.
- ✓ Personal services increased by 5.90% primarily due to addition of two part-time fire inspectors.
- ✓ Operating expenses increased by 355.37% primarily due to increase in condemnations and demolitions (\$400,000).
- ✓ Includes funding for:
 - Professional services for inspection and plan review (\$40,000).
 - Condemnations and demolitions (\$400,000).
 - Code books (\$7,500).
 - Accela conference (\$4,000).

HEALTH INSURANCE COST CONTAINMENT FUND

Revenue Summary

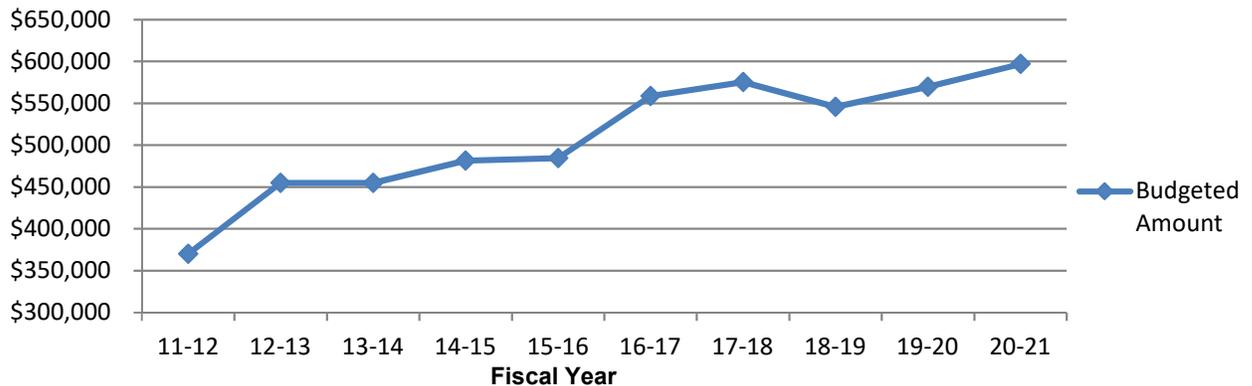
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Charges for Services	\$ 578,132	\$ 569,635	\$ 595,085	\$ 596,985	4.80%
Miscellaneous Revenue	<u>4,229</u>	<u>0</u>	<u>0</u>	<u>0</u>	N/A
Total Health Insurance Cost Containment Fund Revenue	\$ 582,361	\$ 569,635	\$ 595,085	\$ 596,985	4.80%



Management Discussion

This fund was created in FY2010-2011 to capture the cost of administering a City owned health clinic with the goal of having the facility reduce health care costs. Charges for Services are the transfers made to the Health Insurance Cost Containment Fund by all funds in the City that have personnel.

History of Revenues



HEALTH INSURANCE COST CONTAINMENT FUND

Expenditure Summary

Description:

The Health Insurance Cost Containment Fund is responsible for the costs related to the employee health clinic and the Agent of Record. The divisions within the General Fund, Water & Sewer Fund, Airport Fund, Stormwater Fund, and Permits & Inspections Fund transfer funds to the Health Insurance Cost Containment Fund based upon the number of full-time or full-time equivalent contracted employees in each division.

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Operating Expenses	\$ 537,326	\$ 537,430	\$ 562,880	\$ 564,780	5.09%
Transfers	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	<u>32,205</u>	0.00%
Total Budget	\$ 569,531	\$ 569,635	\$ 595,085	\$ 596,985	4.80%
STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
None					
CAPITAL					Amount
None					

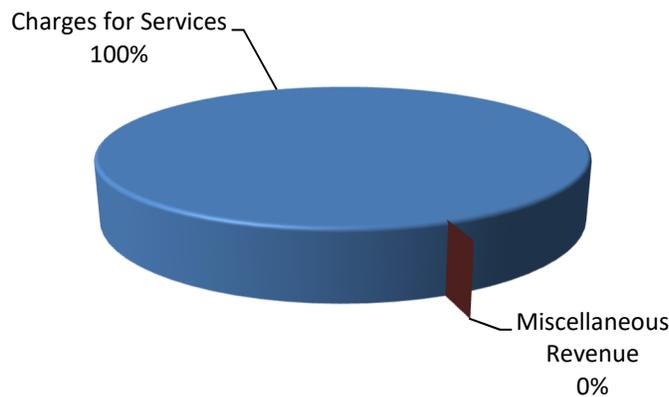
Management Discussion

- ✓ Total expenses increased by 4.80%.
- ✓ Operating expenses increased by 5.09% due to increase in contractual services at the City's Health Clinic.
- ✓ Includes funding for:
 - Health Center labor (\$280,500).
 - Monthly management program fee (\$110,400).
 - Medical supplies (\$105,000).

WORKERS' COMPENSATION SELF INSURANCE FUND

Revenue Summary

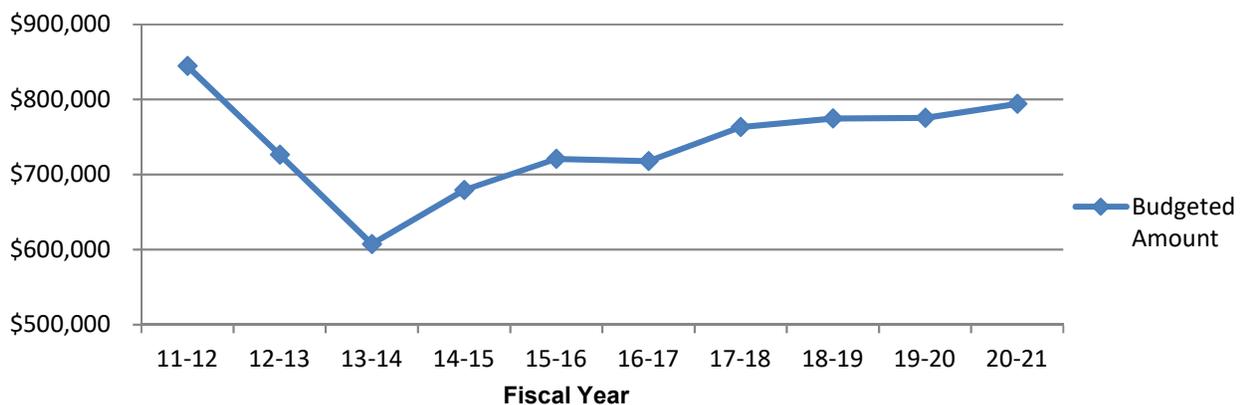
REVENUE SUMMARY	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Charges for Services	\$ 932,195	\$ 775,480	\$ 780,490	\$ 794,268	2.42%
Miscellaneous Revenue	173,372	0	0	0	N/A
Total Workers' Comp Fund Revenue	\$ 1,105,567	\$ 775,480	\$ 780,490	\$ 794,268	2.42%



History of Revenues

The City maintains a self-insured workers' compensation program with \$150,000 stop loss coverage. Transfers are made to the Workers' Compensation Self Insurance Fund by all funds in the City that have personnel. FY2020-2021 projected revenue is based on prior year anticipated actual with a 2.42% increase.

Management Discussion



WORKERS' COMPENSATION SELF INSURANCE FUND

Expenditure Summary

Description:

The Risk Management Division is responsible for administering the City's Worker's Compensation Fund, Safety Program, Drug-Free Workplace Program, and insuring that the City's insurance coverage is cost effective and adequately covers the risk associated with the operations of the municipal government.

Mission:

Identify, assess and manage City wide risks to reduce the city's liability.

Performance Measures

Performance	Strategic Focus Area	FY 18/19 Actual	FY 19/20 Projection	FY 20/21 Target
# of injuries per 100 employees	High Value Government	4.12	4.00	3.00
# of work days lost due per injury	High Value Government	4.16	2.00	1.00
% of full-time equivalent employees without an on the job injury	High Value Government	96%	95%	97%
% change in dollar losses from workers compensation claims over previous year	High Value Government	+51%	+12%	+10%
Workers' Compensation Experience Ratio	High Value Government	1.16	1.00	.98
# of employees attending safety training	High Value Government	1,052	500	500
# of safety reviews/inspections performed	High Value Government	47	48	48
% change in number of liabilities claims over previous year	High Value Government	-20%	-1%	-1%
Randomly screen CDL holders by September 30th	High Value Government	N/A New Measure	25%	25%

Fiscal Year 2019 - 2020 Accomplishments

- ✓ Reduced dollar amounts per fiscal year for workers compensation claims.
- ✓ Reduced settlements and mediations for workers compensation claims.
- ✓ Increased safety training in an effort to reduce employee injuries (worker comp claims).

Action Plan

Risk Management

Goals & Objectives		Strategic Plan Area(s)
1	Minimize the cost of the self-insurance fund. <ul style="list-style-type: none"> • Quarterly report the number of employees attending safety training. • Quarterly report on the number of safety reviews/inspections performed. • Annually compute the dollar losses from liability claims. • New hire education on employee safety every orientation. 	High Value Government

Workers' Compensation

Goals & Objectives		Strategic Plan Area(s)
1	Minimize the cost of the self-insurance fund. <ul style="list-style-type: none"> • Annually compute the dollar losses from workers compensation claims. • Annually compute the Workers' Compensation Experience Ratio. • Quarterly report on the number of workers' compensation injuries. • Randomly screen 25% of the CDL holders by September 30th. • New Hire education on workers compensation every orientation. 	High Value Government

Long-Term Goals

- ✓ Reduce the experience modification factor. (Experience ratio).
 - Target Completion: FY 2020-21
 - Strategic Focus Area: High Value Government
- ✓ Targeted safety training to reduce worker comp injuries.
 - Target Completion: Ongoing
 - Strategic Focus Area: High Value Government

Operating Budget Comparison

BUDGET DESCRIPTION	2018-19 ACTUAL	2019-20 BUDGET	2019-20 ESTIMATED	2020-21 BUDGET	% Change from 2019-20
Personal Services	\$ 927,254	\$ 640,480	\$ 649,446	\$ 645,168	0.73%
Operating Expenses	68,674	71,000	76,100	85,100	19.86%
Transfers	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	<u>64,000</u>	0.00%
Total Budget	\$1,059,928	\$ 775,480	\$ 789,546	\$ 794,268	2.42%
STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET

None

None

Management Discussion

- ✓ Total expenses increased by 2.42%.
- ✓ Operating expenses increased by 19.86% mainly due to bi-annual workers comp actuarial analysis (\$6,500).
- ✓ Includes funding for:
 - Payment of claim (\$365,000).
 - Life scan evaluation (\$20,000).
 - Pre-employment medical exam (\$50,000).
 - Drug free workplace program (\$7,500).

CAPITAL IMPROVEMENT PROGRAM

How the Program Works

The Local Government Comprehensive Planning and Land Development Regulation Act (Chapter 163, Florida Statutes) requires that local governments prepare a comprehensive plan which will guide public capital investments, other public fiscal policies, operating policies of the City of DeLand government, and the future use of land in the unincorporated portions of the City. The City's comprehensive plan may be amended up to twice a year, and must be evaluated and updated every five years. One of the required elements of the comprehensive plan is the Capital Improvements Element.

The City of DeLand's Capital Improvement Plan (CIP) is a planning, budgetary, and prioritizing tool which, as a part of the Capital Improvements Element, reflects the City's infrastructure needs for a five-year time frame. The CIP is updated on an annual basis. Amendments to the CIP may be made prior to the next annual CIP review period with approval of the City Commissioners. The current fiscal year funding for the approved CIP is incorporated in the proposed budget and adopted at the public hearings held in September of each year. The Capital and Grants Special Revenue Funds were created in FY2008-2009 to improve readability for users. This separate fund will be utilized for all capital projects within the General Government, Community Development, Public Safety, Public Works, and Parks & Recreation divisions.

Capital Projects are major fixed assets or infrastructure with long term value, such as buildings, roads, bridges and parks. A capital improvement is defined as any purchase of equipment or any construction project having a value of \$5,000 or more, excluding repairs, and a minimum life of three years or more. Proposed CIP project requests may originate from City departments, Commissioners, and/or citizens.

Funds budgeted for specific projects remain allocated until the project is completed. Additionally, project budgets are reviewed and, if needed, funding may be adjusted. Capital project costs include all expenditures related to land acquisition, planning, design, construction, project management, legal expenses, and mitigation of damages.

Projects may be funded by current revenues or by debt financing, depending upon the availability of funds, the nature of the project, and the policies of the City Commission. In balancing the five years of the CIP, projections of revenues from existing sources are compared to requested capital projects. If there are adequate revenues to fund all the requested projects, the program is balanced. If not, projects must either be revised to reduce costs, postponed to a future time period, or eliminated from the program. Alternative financing, such as long term debt, may be proposed in order to provide sufficient revenues to fund requested capital projects. There may be bona fide reasons why a project is needed or desired in the immediate future, but it may be deferred because resources are not realistically available.

The overall CIP, with its five-year time frame, gives a fair indication of the foreseeable infrastructure needs of the City of DeLand.

Relationship Between the Operating and Capital Budgets

The Operating budget includes expenses that are generally of a recurring nature and are appropriated for one year only. It provides for all City services, but does not result in major physical assets for the City. Year to year, changes in the Operating budget are expected to be fairly stable, and represent incremental changes in the cost of doing business, in the size of the City and in the types and levels of service that are provided. Resources for the Operating budget generally come from taxes, user fees, and intergovernmental payments that usually recur from year to year.

The Capital budget includes one-time costs for projects that may last several years. The projects result in major physical assets for the City. Resources for the Capital budget generally come from bond issues, impact fees, grants and taxes.

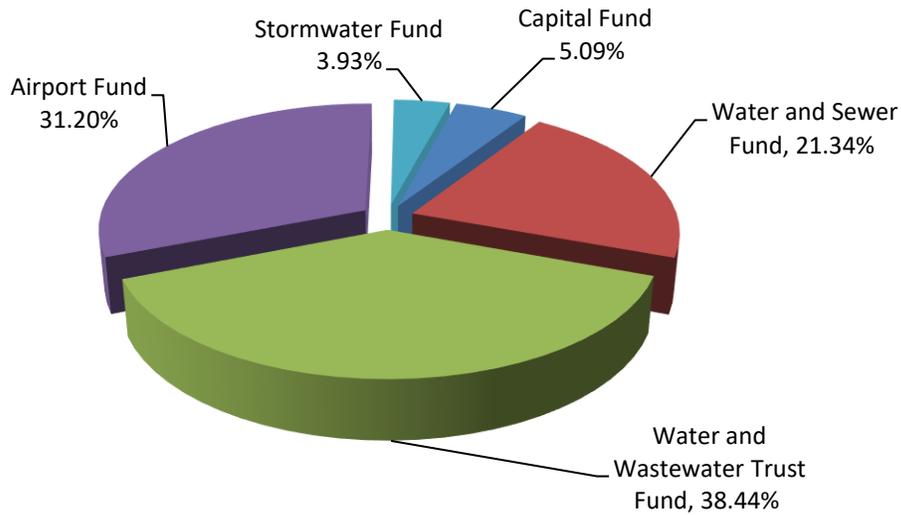
However, the Operating and Capital budgets are closely linked. The most obvious link is the Operating budget assumes the cost of maintaining and operating new facilities built under the Capital budget. Operational needs often drive the Capital budget, i.e. airport expansion, roads, water and sewer mains, parks, which are necessitated by population growth and the City's role in providing these basic services to its citizens.

Current Year Capital

Following is a listing of the current year Capital Program which totals \$18,509,930 for all funds.

	Budget	% of Total Capital Budget	% of Total Annual Budget
Capital Fund	\$ 941,988	5.09%	1.10%
Water and Sewer Fund	\$ 3,949,743	21.34%	4.62%
Water and Wastewater Trust Fund	\$ 7,115,136	38.44%	8.33%
Airport Fund	\$ 5,776,000	31.20%	6.76%
Stormwater Fund	\$ 727,063	3.93%	0.85%
Total	\$ 18,509,930	100.00%	21.67%

Current Year Capital



Current Year Capital Detail

Division	Description	Amount
110 - Information Technology	Quartermaster Supply Program (126)	8,500
110 - Information Technology	WW Pole Barn Cameras (401)	9,950
110 - Information Technology	Planar 86 (401)	12,100
110 - Information Technology	Firehouse Inspector (122/480)	12,600
110 - Information Technology	Closed Captioning	15,000
110 - Information Technology	Fuel Master (132)	22,500
110 - Information Technology	Neptune (401)	23,000
110 - Information Technology	Disaster Recovery	24,000
110 - Information Technology	Backup Repository	24,500
110 - Information Technology	New Agenda Management	30,000
110 - Information Technology	Accela Platform enhancements (480)	75,000
117 - Economic Development	Vehicle, Replace 2011 Chevy Volt, 117-5406	23,657
General Government Total		280,807
122 - Fire	Vehicle, replace 2001 Chevy Tahoe, 122-4758	42,000
122 - Fire	Vehicle, replace 2006 Chevy Silverado, 122-5088	42,000
126 - Police	2nd Floor Storage Room Conversion	27,000
126 - Police	Vehicle, replace 2013 Ford Explorer, 127-5440 (K-9 vehicle)	67,088
126 - Police	Vehicle, replace 2013 Ford Explorer, 127-5439 (K-9 vehicle)	21,095
126 - Police	Vehicle, replace 2008 Ford Crown Victoria 127-5740, (K-9 vehicle)	67,088
126 - Police	Vehicle, replace 2009 Toyota Camry 127-5250, (Patrol Vehicle)	31,682

Division	Description	Amount
126 - Police	Vehicle, replace 2009 Toyota Camry 127-5249, (Patrol Vehicle)	31,500
126 - Police	Vehicle, replace 2007 Chevy Impala 127-5102, (Patrol Vehicle)	21,095
126 - Police	Vehicle, replace 2009 Toyota Camry, 127-5248 (Patrol Vehicle)	23,814
126 - Police	Vehicle, replace 2009 Toyota Camry, 127-5269 (Patrol Vehicle)	23,814
Public Safety Total		398,176
131 - PW Administration	Vehicle, replace 2006 Ford Ranger, 131-5063	21,842
132 - Streets	New Hydraulic Truck Mounted Post Puller	6,650
132 - Streets	Replace Mower 132-5512	9,400
132 - Streets	Replace 123S Work Table/Roller	18,970
133 - Trees	New Propagation Greenhouse	26,636
133 - Trees	New Kubota Gator	11,499
133 - Trees	New 2019 Vermeer Brush Chipper	46,649
Public Works Total		141,646
143 - Parks	Stadium Seats - Melching Field	12,750
143 - Parks	Resurface Shuffleboard Courts	25,621
143 - Parks	Replace All Fencing on Three Softball Fields at Sperling Sports Complex	28,297
143 - Parks	Replace 2007 John Deere Gator 4 x 4 UTV Scooter #18, 143-0018	8,345
143 - Parks	Vehicle, replace 2002 Ford Flatbed Crew Cab #138, 143-4908	46,346
Parks & Recreation Total		121,359
FY 20-21 General Fund Capital (Funds 170, 190 & 300) Total		941,988
201 - W&S Administration	Year 7 of GIS Services and Mapping	135,000
201 - W&S Administration	Utilities Administration Building Design	500,000
201 - W&S Administration	New Ford F150 4x4 truck for Deputy Utilities Director position	34,500
202 - Engineering	New vehicle replacing 2008 Ford Ranger, 202-5201	35,500
203 - Water Production	WP#3 CROM Tank Ceiling Rehab & Safety Enhancements	79,200
203 - Water Production	WP#2 Roof Replacement	49,000
203 - Water Production	WP#9 VFD Replacement	45,179
203 - Water Production	WP#4 High Service Pump Replacement	35,000
203 - Water Production	CROM Tank Exhaust Blower WP#4	6,000
203 - Water Production	WP#9 Submersible Mixing System	65,500
204 - Water Distribution	Pole Barn Enclosure	50,200
204 - Water Distribution	W SR 44 Utility Relocation	460,000
204 - Water Distribution	Mandarin Water Main Replacement	60,282
204 - Water Distribution	2021 Water Main Improvements	1,775,936
204 - Water Distribution	Edison Water Main	605,508
204 - Water Distribution	Grundomat Boring Tool	5,900
204 - Water Distribution	Rubber Track Excavator	31,500
204 - Water Distribution	Vehicle, Replace 2012 F250 U/B, 204-5416	43,000
204 - Water Distribution	Meter Replacement	480,000
205 - Wastewater Distribution	Reclaim Barrow Pit Final Design	400,000
205 - Wastewater Distribution	Reclaim Water Expansion 4A & Adelle Ave	4,539,200
205 - Wastewater Distribution	Reclaim Water Expansion Alabama & Amelia	800,000
205 - Wastewater Distribution	Block Digester	12,400
205 - Wastewater Distribution	Brandy/Trails Camera Security System	8,600
205 - Wastewater Distribution	Commercial Grade Riding Mower	12,100
206 - Utilities Maintenance	Generator L/S #81	41,400
206 - Utilities Maintenance	HIBOCS Odor Control Unit LS #125	52,500
206 - Utilities Maintenance	L/S #5 and Panel Box Replacement	50,200
206 - Utilities Maintenance	L/S #15 and Panel Box Replacement	50,200
206 - Utilities Maintenance	L/S #51 and Panel Box Replacement	51,200
206 - Utilities Maintenance	Remote Telemetry Unit L/S #130	13,000
206 - Utilities Maintenance	L/S #77 and Panel Box Replacement	63,700
206 - Utilities Maintenance	Vehicle 1/2 Ton Pick Up Truck for new Wastewater Collections Foreman	34,500
206 - Utilities Maintenance	Trailer Mounted Genie Lift	34,000

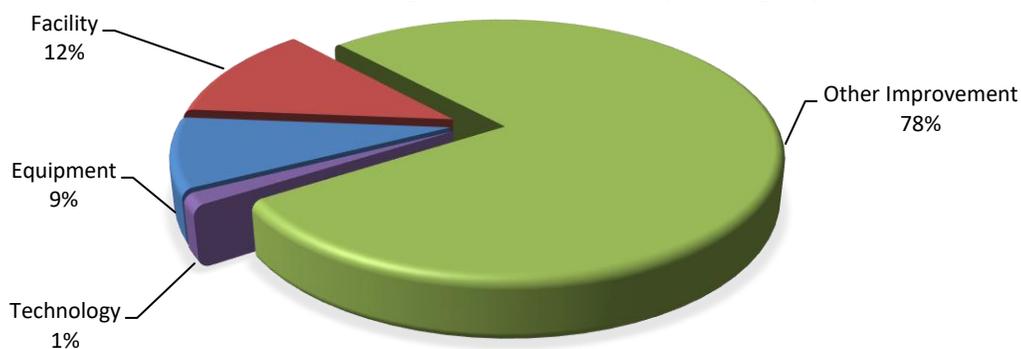
Division	Description	Amount
208 - Maintenance/Construction	Overhead Doors (2)	25,938
208 - Maintenance/Construction	Vehicle, Replace 2007 Chevy Cargo Van, 208-5141	43,682
208 - Maintenance/Construction	Vehicle, Replace 2004 Ford F205, 208-3955	38,850
209 - Customer Service	Vehicle - Replace 2011 Chevy Volt UB vehicle 209-15	24,937
209 - Customer Service	Vehicle, Replace Ford Focus, 209-17	24,937
210 - Wastewater Collection	Manhole Rehabilitation	60,000
210 - Wastewater Collection	Sewer Line Rehabilitation	150,000
210 - Wastewater Collection	QZ3 Manhole Pole Camera	19,500
210 - Wastewater Collection	Push Rod Camera System	16,830
FY 20-21 Water and Sewer Fund Capital Total		11,064,879
300 - Airport	New fence installed in Sport Village	31,000
300 - Airport	Wildlife Management Plan	20,000
300 - Airport	Skinner Connector Road	500,000
300 - Airport	T-Hangars and electric gate controller	1,825,000
300 - Airport	Rehabilitate East and West Aprons & electric home runs	3,100,000
300 - Airport	Security cameras and fencing	300,000
FY 20-21 Airport Fund Capital Total		5,776,000
450 - Stormwater	City Hall Drainage Pipe 24"-ADD	111,090
450 - Stormwater	New Hampshire Ave Pond Addition-ADD	250,384
450 - Stormwater	Boston Ave & Rich Ave Drainage Improvements-ADD	65,019
450 - Stormwater	Misc. Stormwater Pond Improvements	20,000
450 - Stormwater	Misc. Stormwater Neighborhood Improvements	100,000
450 - Stormwater	Broom/Mower Attachment for New Skid Steer	14,070
450 - Stormwater	Replace Portable Pump (2)	101,300
450 - Stormwater	4500169, Replace with a Lease -New Sweeper (leasing for 5 yrs)	65,200
FY 20-21 Stormwater Fund Capital Total		727,063
FY 20-21 All Funds Capital Total		18,509,930

Five Year Capital Improvement Plan

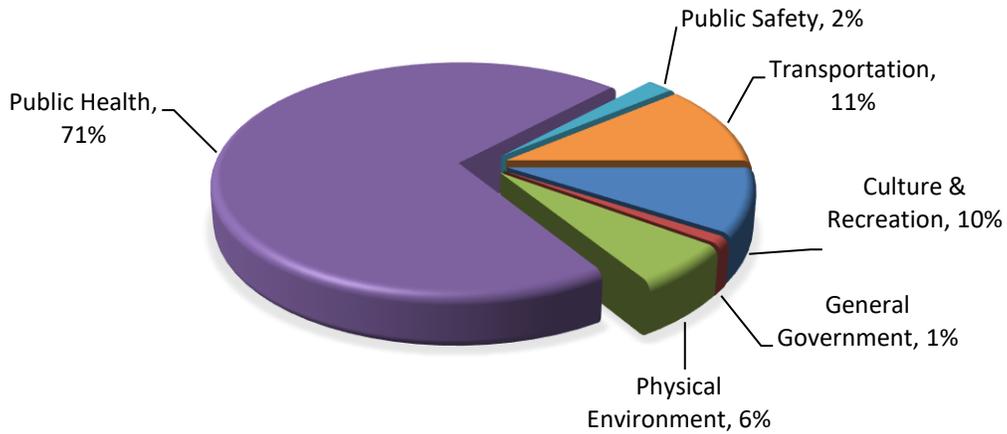
Following is a recap of total capital by fund by year:

	2020-21	2021-22	2022-23	2023-24	2024-25	Total
Capital Fund	941,988	1,847,450	1,939,481	2,249,187	12,905,568	19,883,674
Water & Sewer Fund	11,064,879	37,667,688	19,712,461	16,119,961	20,000,880	104,565,869
Airport Fund	5,776,000	-	5,464,500	306,700	4,200,000	15,747,200
Stormwater Fund	727,063	1,215,200	3,375,808	1,080,200	785,200	7,183,471
Total	\$ 18,509,930	\$ 40,730,338	\$ 30,492,250	\$ 19,756,048	\$ 37,891,648	\$ 147,380,214

2020-21 through 2024-25 CIP by Category



2020-21 through 2024-25 CIP by Function



Capital purchases are funded by various revenues some of which have restricted uses.

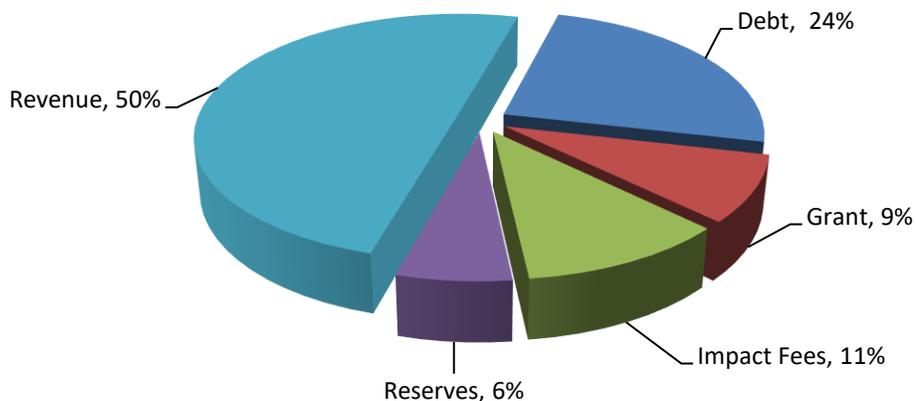
Government Impact Fees – The City collects revenue from Police Impact Fees, Fire Impact Fees, Parks and Recreation Impact Fees, and General Government building Impact Fees. This source of revenue can only be used for the purpose of new acquisitions of land, facilities, or equipment necessary as a result of growth.

Water and Sewer Impact Fees – This source of revenue can only be used for the purpose of expanding the primary system facilities of the water and wastewater system including but not limited to wells, well pumps, treatment plants, force mains, and effluent disposal facilities.

Grants – This source of revenue will come from various federal and state agencies.

	General Fund	Water & Sewer Fund	Airport Fund	Stormwater Fund	5 Year Total
Debt	11,000,000	25,000,000	-	-	36,000,000
Grant	-	-	12,702,960	-	12,702,960
Impact Fees	-	16,300,388	-	-	16,300,388
Reserves	8,883,674	-	-	-	8,883,674
Revenue	-	63,265,481	3,044,240	7,183,471	73,493,192
Total	19,883,674	104,565,869	15,747,200	7,183,471	147,380,214

2020-21 through 2024-25 CIP by Funding Source



CAPITAL DETAIL

Technology Projects

Location	Various City locations																	
Description	Includes purchase of new or upgrades of existing computer equipment, software, wireless technology, etc.																	
Project List (requested year order)	Year	Description	Amount															
	2021	Quartermaster Supply Program (126)	8,500															
	2021	WW Pole Barn Cameras (401)	9,950															
	2021	Planar 86 (401)	12,100															
	2021	Firehouse Inspector (122/480)	12,600															
	2021	Closed Captioning	15,000															
	2021	Fuel Master (132)	22,500															
	2021	Neptune (401)	23,000															
	2021	Disaster Recovery	24,000															
	2021	Backup Repository	24,500															
	2021	New Agenda Management	30,000															
	2021	Accela Platform enhancements (480)	75,000															
	2022	Sign Shop Printer	7,000															
	2022	Upgrade Firewall	20,000															
	2022	Update Network Servers per Server Rotation	40,000															
	2022	Upgrade MS Server Operating Systems	50,000															
	2022	Upgrade City Hall Door Access System	95,000															
	2023	PTP Radio (PD, FS82, FS83, Airport, Spec Martin) 2018	63,000															
	2024	Upgrade Email Archiver 2018	5,000															
	2024	Upgrade system Backup solution	75,000															
	2024	Network Switch Upgrade	100,000															
	2024	Upgrade SANS	195,500															
	2025	Upgrade MS SQL server	14,000															
	2025	City WIFI (29 access points) 2019	30,000															
	2025	Engineering Large Format Printer 2019	30,000															
	2025	Upgrade MS Office	150,000															
		General Government Total	\$ 1,131,650															
	2022-2025	Radio Replacement P25 Compliance (yearly)	40,000															
	Public Safety Total	\$ 40,000																
2021	Year 7 of GIS Services and Mapping	135,000																
	Water and Sewer Total	\$ 135,000																
2022-2025	GIS SW Infrastructure Data Collection	400,000																
	Stormwater Total	\$ 400,000																
	Total Technology Projects	\$ 1,706,650																
Justification	To take advantage of the rapid advancements in computer and wireless technology to the benefit of staff and the community																	
Funding Source	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th colspan="3" style="text-align: left;">Technology Funding Source</th> </tr> </thead> <tbody> <tr> <td style="width: 20%;">Water & Sewer Fund</td> <td style="width: 10%; text-align: center;">\$</td> <td style="width: 70%; text-align: right;">135,000</td> </tr> <tr> <td>Stormwater Fund</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">400,000</td> </tr> <tr> <td>Reserves</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">1,171,650</td> </tr> <tr> <td>Total</td> <td style="text-align: center;">\$</td> <td style="text-align: right;">1,706,650</td> </tr> </tbody> </table>			Technology Funding Source			Water & Sewer Fund	\$	135,000	Stormwater Fund	\$	400,000	Reserves	\$	1,171,650	Total	\$	1,706,650
Technology Funding Source																		
Water & Sewer Fund	\$	135,000																
Stormwater Fund	\$	400,000																
Reserves	\$	1,171,650																
Total	\$	1,706,650																

Estimated Operating Costs/Savings	Estimate an additional \$167,900 for new software licenses and annual maintenance fees.
Anticipated Revenue Increase	N/A

Facility Projects

Location	Various City locations		
Description	Includes construction of renovation of existing facilities, park structures, etc.		
Project List (requested year order)	Year	Description	Amount
	2022	Replace the carpet with carpet squares - City Hall	150,000
	General Government Total		\$ 150,000
	2021	2nd Floor Storage Room Conversion	27,000
	2022	Fire Station #83 Improvements	100,000
	2023	Fire Station #82 Improvements	100,000
	Public Safety Total		\$ 227,000
	2021	New Propagation Greenhouse	26,636
	Physical Environment Total		\$ 26,636
	2021	Stadium Seats - Melching Field	12,750
	2021	Resurface Shuffleboard Courts	25,621
	2022	Paint Main Administrative Parks & Rec. Department Building	30,000
	2022	Paint Sanborn Center Interior	10,000
	2022	Paint Sanborn Center Exterior	25,000
	2022	Replace Carpet throughout Wayne Sanborn Center	40,000
	2023	Renovate Operations Tower at Sperling Sports Complex	20,000
	2023	Skateboard Park Light Replacement	100,000
	2023	Tennis Court Light Replacement	200,000
	2024	Renovate Little League Operations Tower	20,000
	2024	Paint Spec Martin Stadium Exterior	40,000
	2025	Construction of Recreation Center Complex	11,000,000
	Culture & Recreation Total		\$ 11,523,371
	2021	Utilities Administration Building Design	500,000
	2021	WP#3 CROM Tank Ceiling Rehab & Safety Enhancements	79,200
	2021	WP#2 Roof Replacement	49,000
	2021	Pole Barn Enclosure	50,200
	2021	Overhead Doors (2)	25,938
	Public Health Total		\$ 704,338
2021	New fence installed in Sport Village	31,000	
2023	East Hanger Complex Phase 2, Infrastructure Construction	1,400,000	
2024	East Hanger Complex Phase 3, Infrastructure Design	140,000	
2025	Construct East Hangar Complex Phase 3	1,400,000	
2025	Design and Construct Replacement Hangars	2,400,000	
Airport Total		\$ 5,371,000	
2023	City Hall SW Pump Station	2,761,608	
2024	Property Acquisition/Design New Hampshire Ave & S Garfield Ave	250,000	
2024	Public Service Building Improvements	65,000	
Stormwater Total		\$ 3,076,608	
Total Facility Projects		\$ 21,078,953	

Justification	To ensure that workspace needs and work safety requirements are met. To ensure that existing facilities are rehabilitated and replaced as needed to maintain the amenities citizens expect. Deferred maintenance can result in closed facilities, liability claims, or additional maintenance costs. <ul style="list-style-type: none"> Terminal and T-Hangars are planned to ensure the Airport can meet growth demands. 														
Funding Source	<p>Facility Funding Source</p> <table border="1"> <tr> <td>Airport Fund Revenue</td> <td>\$ 1,519,000</td> </tr> <tr> <td>Grant</td> <td>\$ 3,852,000</td> </tr> <tr> <td>Reserves</td> <td>\$ 927,007</td> </tr> <tr> <td>Water & Sewer Revenue</td> <td>\$ 704,338</td> </tr> <tr> <td>Stormwater Fund Revenue</td> <td>\$ 3,076,608</td> </tr> <tr> <td>Debt</td> <td>\$ 11,000,000</td> </tr> <tr> <td>Total</td> <td>\$ 21,078,953</td> </tr> </table>	Airport Fund Revenue	\$ 1,519,000	Grant	\$ 3,852,000	Reserves	\$ 927,007	Water & Sewer Revenue	\$ 704,338	Stormwater Fund Revenue	\$ 3,076,608	Debt	\$ 11,000,000	Total	\$ 21,078,953
Airport Fund Revenue	\$ 1,519,000														
Grant	\$ 3,852,000														
Reserves	\$ 927,007														
Water & Sewer Revenue	\$ 704,338														
Stormwater Fund Revenue	\$ 3,076,608														
Debt	\$ 11,000,000														
Total	\$ 21,078,953														
Estimated Operating Costs/Savings	<ul style="list-style-type: none"> Estimate \$90,000 per year for Recreation Center Complex maintenance/repair and utility taxes. Estimate \$65,400 per year for t-hangar maintenance/repair and electric/water usage costs. 														
Anticipated Revenue Increase	Possible additional revenue from new t-hangars depending on number of rented units and the rent charged for each. Current t-hangars' monthly rent ranges from \$240 to \$335.														

Equipment

Location	Various divisions		
Description	Includes acquisition and replacement of equipment		
Project List (requested year order)	Year	Description	Amount
	2021	Vehicle, Replace 2011 Chevy Volt, 117-5406	23,657
	2021	Vehicle, replace 2006 Ford Ranger, 131-5063	21,842
	2022	Replace vehicle, 2008 Ford F350, 136-5135; 136-193	13,000
	2023-2025	Replace Christmas Tree - City Hall	30,000
	2024	Replace vehicle, 2013 Ford F150 #191A	20,000
	2024	Replace 2012 electric scissor lift -DEPT 208-MOVE	100,000
	General Government Total		\$ 208,499
	2021	Vehicle, replace 2001 Chevy Tahoe, 122-4758	42,000
	2021	Vehicle, replace 2006 Chevy Silverado, 122-5088	42,000
	2021	Vehicle, replace 2013 Ford Explorer, 127-5440 (K-9 vehicle)	67,088
	2021	Vehicle, replace 2013 Ford Explorer, 127-5439 (K-9 vehicle)	21,095
	2021	Vehicle, replace 2008 Ford Crown Victoria 127-5740, (K-9 vehicle)	67,088
	2021	Vehicle, replace 2009 Toyota Camry 127-5250, (Patrol Vehicle)	31,682
	2021	Vehicle, replace 2009 Toyota Camry 127-5249, (Patrol Vehicle)	31,500
	2021	Vehicle, replace 2007 Chevy Impala 127-5102, (Patrol Vehicle)	21,095
	2021	Vehicle, replace 2009 Toyota Camry, 127-5248 (Patrol Vehicle)	23,814
	2021	Vehicle, replace 2009 Toyota Camry, 127-5269 (Patrol Vehicle)	23,814
	2022	AED replacement 22	44,000
	2022	Replace vehicle	66,075
	2022	Replace vehicle	66,075
	2022	Replace vehicle	66,075
	2022	Replace vehicle	66,075
	2022	Replace vehicle	66,075
	2022	Replace vehicle	66,075
	2022	Replace vehicle	66,075
	2023	Replace Amkus Hydraulic Tools	30,000
2023	Replace vehicle, 2011 Ford Escape	35,000	

	Year	Description	Amount	
	2023	Replace vehicle	72,683	
	2023	Replace vehicle	72,683	
	2023	Replace vehicle	72,683	
	2023	Replace vehicle	72,683	
	2023	Replace vehicle	72,683	
	2023	Replace vehicle	72,683	
	2023	Replace vehicle	72,683	
	2024	Replace vehicle, 2012 Ford Escape	35,000	
	2024	Replace Rescue 81	150,000	
	2024	Replace vehicle	79,951	
	2024	Replace vehicle	79,951	
	2024	Replace vehicle	79,951	
	2024	Replace vehicle	79,951	
	2024	Replace vehicle	79,951	
	2024	Replace vehicle	79,951	
	2024	Replace vehicle	79,981	
	2025	Replace vehicle	87,946	
	2025	Replace vehicle	87,946	
	2025	Replace vehicle	87,946	
	2025	Replace vehicle	87,946	
	2025	Replace vehicle	87,946	
	2025	Replace vehicle	87,946	
	2025	Replace vehicle	87,946	
	2025	Replace vehicle	87,946	
	Public Safety Total		\$ 2,833,662	
Project List (requested year order)	2021	New Kubota Gator	11,499	
	2021	New 2019 Vermeer Brush Chipper	46,649	
	2022	Stump Grinder, replaces 2008 Vermeer SC602, PW#154, 133-5259	14,000	
	2022	Replace mower, 2007 Scagg 48" Deck Mower; 133-27	28,000	
	2022	Replace vehicle, 2011 Ford Escape, 133-5336; 133-113	150,000	
	2022	Replace vehicle, 2008 Ford F550 Chipper, 133-5231; 133-143	150,000	
	2024	Replace vehicle, 2008 Sterling Acterra, 133-5213; 133-125	260,000	
	2025	Replace vehicle, 2013 Ford F-150, #142A	28,000	
	2025	Replace vehicle, 2013 Ford F-150, #142A	28,000	
	2025	Replace vehicle, 2008 Sterling Acterra, 133-5213; 133-125	260,000	
	2022	134MOW28 - 2015 ZTURN WITH 54" DECK - KUBOTA	30,000	
	2022	#108 2009 Ford Ranger	30,000	
	2023	Mower, replace 2002 Scagg Walk Behind Mower 134MOW7	7,500	
	2023	Vehicle, replace 2012 Kubota Gator 134-177	18,000	
	2023	Replace vehicle, Mini Sweeper #188	135,000	
	2024	Replace 2015 electrical scrubber #186	35,000	
		Physical Environment Total		\$ 1,231,648
		2021	New Hydraulic Truck Mounted Post Puller	6,650
		2021	Replace Mower 132-5512	9,400
		2021	Replace 123S Work Table/Roller	18,970
		2022	Tractor/Mower, replace 2003 John Deere 8ft #115, 132-4935	30,000
		2022	Cat Bulldozer 2.9/YD 3, replace Cat Bulldozer #132-130	38,000
		2022	Tractor/Mower, replace 2003 John Deere 8ft #115, 132-4935	85,000
	2023	Replace mower, Kubota Diesel 132INM520	14,000	
	2023	Replace mower, Kubota 132INM521	14,000	
	2023	Replace mower, Kubota Diesel 132M507	16,000	
	2023	Replace vehicle, 2008 Ford F350 4x4, 133-5144; 133-151	35,200	
	2024	Replace vehicle, 2013 Ford F-250, 132-5479, 134-135	30,000	

	Year	Description	Amount
	2024	Replace lowboy trailer to attach to 450-168	60,000
	2025	Sign Shop Printer	35,000
	2025	Replace vehicle, 2009 Sterling Acterra #124	95,000
		Transportation Total	\$ 487,220
	2021	Replace 2007 John Deere Gator 4 x 4 UTV Scooter #18, 143-0018	8,345
	2021	Vehicle, replace 2002 Ford Flatbed Crew Cab #138, 143-4908	46,346
	2022	Replace Vehicle, 2011 Toro Gas Scooter, 143-5339; 143-76	11,000
	2022	Replace 2013 John Deere Zero Turn Mower, 143-5504, 143-61	12,000
	2022	Replace 2013 John Deere #62, 143-MO62, 143-5505	12,000
	2022	Scooter, Electric Replaces 2006 Toro Electric Scooter, #73, 143-5070	14,000
	2022	Electric Scooter, Replace 2007 Toro Electric Scooter #75, 143-5184	14,000
	2022	Replace Vehicle, 2002 Ford Ranger, 143-4890; 143-22	21,000
	2022	Vehicle, Replace 2006 Ford Ranger Pickup #29, 143-0029, 143-5080	28,000
	2022	Replace Playground Equipment at Jackson Lane Park	150,000
	2023	Replace Verticutter	8,000
	2023	Mower, Replace 2012 Scagg Cheetah #600	12,000
	2023	Vehicle, replace 2000 J Deere 4400 Tractor, 143-4594; 143-16	18,000
	2023	Vehicle, Replace 2003 Ford Van 143-4938; 143-44	30,000
	2023	Truck, 1/2 ton, replace 2006 Ford F-150, #28, 143-5068	30,000
	2023	Replace 2007 Toro Reel Mower, 143-5191; 143-#MOWA	50,000
	2023	Replace 2011 Toro Reel Mower, 143-5338; 143-10	50,000
	2023	Replace Chairs at Wayne Sanborn Center	45,000
	2023	Replace Pool Pump at Chisholm Pool	15,000
	2024	Replace 2012 Toro Workman Scooter #65, 143-0065, 143-5470	14,000
	2024	Replace Rota Dairon	15,000
	2024	Replace 1993 Ford Tractor, 143-3524; 143-10	20,000
	2024	Replace 2013 Chevrolet Captiva, 143-5483, 143-57	20,000
	2024	Vehicle, replace 2006 Ford F-150, 143-5011; 143-25	28,000
	2024	Replace 2004 John Deere Tractor #15, 143-0015, 143-4980	30,000
	2024	Replace 2012 Ford F-150 Crew Cab Pickup, 143-5422, 143-40A	32,000
	2024	Replace 2009 Cargo Box Truck, 143-5286; 143-54	35,000
	2024	Replace All or Part of Kitchen Equipment at Wayne Sanborn Center	150,000
	2025	Replace 2019 Kubota 60" Mower, 143-MOWC	15,000
	2025	Replace 2019 Kubota 60 Zero Turn Mower 143-MOWQ	15,000
	2025	Replace 2019 Kubota 54" Zero Turn Mower 143-MOWR	15,000
	2025	Replace 2019 Kubota 54" Zero Turn Mower, 143-MOWS	15,000
	2025	Vehicle, Replace 2004 John Deere Tractor, 143-4980; 143-15	20,000
	2025	Vehicle, Replace 2015 Nissan Titan Truck #23, 143-0023,143-5564	32,000
	2025	Replace 2013 Spider Mower #15	50,000
	2025	Replace Playground Equipment at Eastside Park	150,000
		Culture & Recreation Total	\$ 1,230,691
	2021	New Ford F150 4x4 truck for Deputy Utilities Director position	34,500
	2021	New vehicle replacing 2008 Ford Ranger, 202-5201	35,500
	2021	WP#9 VFD Replacement	45,179
	2021	WP#4 High Service Pump Replacement	35,000
	2021	CROM Tank Exhaust Blower WP#4	6,000
	2021	WP#9 Submersible Mixing System	65,500
	2021	Grundomat Boring Tool	5,900
	2021	Rubber Track Excavator	31,500
	2021	Vehicle, Replace 2012 F250 U/B, 204-5416	43,000

Project List
(requested
year order)

	Year	Description	Amount	
Project List (requested year order)	2021	Block Digester	12,400	
	2021	Brandy/Trails Camera Security System	8,600	
	2021	Commercial Grade Riding Mower	12,100	
	2021	Generator L/S #81	41,400	
	2021	HIBOCS Odor Control Unit LS #125	52,500	
	2021	L/S #5 and Panel Box Replacement	50,200	
	2021	L/S #15 and Panel Box Replacement	50,200	
	2021	L/S #51 and Panel Box Replacement	51,200	
	2021	Remote Telemetry Unit L/S #130	13,000	
	2021	L/S #77 and Panel Box Replacement	63,700	
			Vehicle 1/2 Ton Pick Up Truck for new Wastewater Collections	34,500
	2021		Foreman	
	2021		Trailer Mounted Genie Lift	34,000
	2021		Vehicle, Replace 2007 Chevy Cargo Van, 208-5141	43,682
	2021		Vehicle, Replace 2004 Ford F205, 208-3955	38,850
	2021		Vehicle - Replace 2011 Chevy Volt UB vehicle 209-15	24,937
	2021		Vehicle, Replace Ford Focus, 209-17	24,937
	2021		QZ3 Manhole Pole Camera	19,500
	2021		Push Rod Camera System	16,830
	2021-2025		Meter Replacement	2,870,000
	2022		Replace vehicle, 2014 Ford F250, 203-5565; 203-279	38,000
	2022		WP#12 Aerator Replacement	50,000
	2022		WP#9 Aerator replacement	60,000
	2022		WP#10 VFD Conversion on Pumps	70,000
	2022		Replace vehicle, 2012 Ford F250, 204-5417; 204-94	40,000
	2022		Replace vehicle, 2003 Cat Excavator/Loader, 204-4984; 204-63	120,000
	2022		L/S #47 replacement and Panel Box	38,500
	2022		Replace vehicle, 2014 Ford F250, 206-280	42,000
	2022		L/S #55 replacement and Panel Box	43,000
	2022		Generator, L/S #75 (60Kw)	45,000
	2022		L/S #75 replacement and Panel Box	53,000
	2022		L/S #76 replacement and Panel Box	53,000
	2022		L/S #81 replacement and Panel Box	53,000
	2022		Replace vehicle, 2011 Ford F250, 210-5363; 210-272	30,000
	2023		Replacement of Well #3 WP#2	350,000
	2023		Replace vehicle, 2011 Ford F250, 204-5364; 204-89	32,000
	2023		Vehicle, replace 2013 Ford PU 204-97	37,000
	2023		Vehicle, replace 2015 Ford Transit 206-284	27,000
	2023		Vehicle, replace 2014 F250 4x4 206-277	30,000
	2023		L/S#6 replacement & panel box	48,586
	2023		L/S#8 replacement & panel box	48,586
	2023		L/S#12 replacement & panel box	48,586
	2023		Generator, L/S #26 (60kw)	50,000
	2023		L/S#78 replacement & panel box	56,039
	2024		Replace vehicle, 2015 Ford F250, 203-281	40,000
	2024		Replace vehicle, 2008 Ford Ranger, 204-61	39,000
	2024		Replace vehicle, 2014 Ford F350, 204-278	59,000
	2024		Vehicle, replace 2008 Ford Ranger #269, 206-5228	30,000
	2024		LS #53 Standby Generator and Transfer Switch	36,000
	2024		LS #7 Replacement and Panel Box	59,500
2024		LS #10 Replacement and Panel Box	59,500	
2024		LS #80 Replacement and Panel Box	59,500	
2024		LS #79 Replacement and Panel Box	106,000	
2024		Replace vehicle, 2014 Ford Escape, 208-5530, 208-10	24,000	
2024		Replace vehicle, 2015 Ford F250, 210-282	39,000	

	Year	Description	Amount												
Project List (requested year order)	2025	Replace vehicle, 2016 Ford F250, 204-289	42,500												
	2025	L/S#80 Generator and Transfer Switch	41,000												
	2025	Replace vehicle, 2013 Ford F150, #274, 206-5480	42,000												
	2025	L/S#86 Replacement and Panel Box	52,500												
	2025	L/S#85 Replacement and Panel Box	54,000												
	2025	L/S#82 Replacement and Panel Box	54,500												
	2025	L/S#84 Replacement and Panel Box	56,000												
	2025	L/S#20 Replacement and Panel Box	56,000												
	2025	L/S#65 Replacement and Panel Box	56,000												
	Public Health Total			\$ 6,233,912											
	2021	Security cameras and fencing	300,000												
	Airport Total			\$ 300,000											
	2021	Broom/Mower Attachment for New Skid Steer	14,070												
	2021	Replace Portable Pump (2)	101,300												
	2021-2025	4500169, Replace with a Lease -New Sweeper (leasing for 5 years)	326,000												
	2022	450M513 (IN-MW-513) 2012 60" Kubota	20,000												
	2022	4500168, Replace 1999 Sterling Tractor	115,000												
	2022	New SW Camera Collection Vehicle	150,000												
	2023	Replace mower, 2017 Kubota mower, 450INM522	14,000												
	2023	Vehicle, replace 2012 Ford F-150 4x4 PU 450-163A; 450-5437	30,000												
	2023	Mower, replace 2010 Kut Kwick Slope mower 450-104; 450-5334	60,000												
	2024	Replace 2012 Skid Steer w/Loader, 450-5429, 450-171	45,000												
	2024	450TL02-(SW-TL-002) 2013 Dual Tandem Equipment Trailer	10,000												
	2025	Replace mower, Radio controlled slope mower, 450-015	50,000												
	Stormwater Total			\$ 935,370											
	Total Equipment Projects			\$ 13,461,002											
	Justification	To ensure that equipment used by crews is in good working order and not obsolete.													
Funding Source	Equipment Funding Source <table border="1"> <tr> <td>Water & Sewer Fund Revenue</td> <td>\$ 6,233,912</td> </tr> <tr> <td>Airport Fund Revenue</td> <td>\$ 60,000</td> </tr> <tr> <td>Stormwater Fund Revenue</td> <td>\$ 935,370</td> </tr> <tr> <td>Grant</td> <td>\$ 240,000</td> </tr> <tr> <td>Reserves</td> <td>\$ 5,991,720</td> </tr> <tr> <td>Total</td> <td>\$ 13,461,002</td> </tr> </table>			Water & Sewer Fund Revenue	\$ 6,233,912	Airport Fund Revenue	\$ 60,000	Stormwater Fund Revenue	\$ 935,370	Grant	\$ 240,000	Reserves	\$ 5,991,720	Total	\$ 13,461,002
Water & Sewer Fund Revenue	\$ 6,233,912														
Airport Fund Revenue	\$ 60,000														
Stormwater Fund Revenue	\$ 935,370														
Grant	\$ 240,000														
Reserves	\$ 5,991,720														
Total	\$ 13,461,002														
Estimated Operating Costs/Savings	Minimal savings as a result of newer, fuel efficient vehicles/equipment; replacement avoids possibility of costly repair. <ul style="list-style-type: none"> Possible savings from the ability to purchase fuel in larger bulk quantities with replacement of existing fuel tanks with larger tanks. New generators annual preventative maintenance (PM) averages \$1,000 plus cost of fuel to keep tanks full. Usually top off tanks once a year. Gallons needed varies depending on emergency use during the year (i.e. hurricanes, power outages). 														
Anticipated Revenue Increase	N/A														

Other Improvement Projects

Location	Various City locations
Description	Includes projects not classified otherwise

	Year	Description	Amount	
Project List (requested year order)	2021	Replace All Fencing on Three Softball Fields at Sperling Sports Complex	28,297	
	2023	Sperling Sports Complex Baseball Field Renovation	40,000	
	2023	Renovate Softball Fields #1, #2, & #3 at Sperling Sports Complex	125,000	
	2023	Renovate Skateboard Park	200,000	
	2024	Renovate 3 Little League Fields at Earl Brown Park	100,000	
	2024	Tennis Court Surface Rebuilt	100,000	
	2025	Replace Flooring at Freedom Playground	200,000	
			Culture & Recreation Total	\$ 793,297
		2021	W SR 44 Utility Relocation	460,000
		2021	Mandarin Water Main Replacement	60,282
		2021	2021 Water Main Improvements	1,775,936
		2021	Edison Water Main	605,508
		2021	Reclaim Barrow Pit Final Design	400,000
		2021	Reclaim Water Expansion 4A & Adelle Ave	4,539,200
		2021	Reclaim Water Expansion Alabama & Amelia	800,000
		2021-2025	Manhole Rehabilitation	300,000
		2021-2025	Sewer Line Rehabilitation	750,000
		2022	WTP#12 GST Baffle Wall	35,000
		2022	WTP#10 Supply Wells FG1-2	25,000,000
		2022	2022 Water Main Improvements	750,000
		2022	Airport North Loop Water Main	1,644,988
		2022	Design WWTP Capacity Upgrade	700,000
		2022	Reclaim water expansion phase #5	1,636,200
		2022	Reclaim Barrow Pit Construction	2,280,000
		2022	Spring Hill SH-2 collection system	565,000
		2022	East Regional Force Main, 8" N on Kepler, Beresford to US92	3,511,000
		2023	2023 Water Main Improvements	750,000
		2023	Hazen Road/Mercer Fernery	1,061,364
		2023	Reclaim water expansion phase #6	925,800
		2023	Grit separators with fine screens	4,252,500
		2023	Biological nutrient removal upgrade WWTP	5,175,000
		2023	Wiley M. Nash Capacity Upgrade	5,510,000
		2023-2025	Deep Creek/Leffler Test Well Project	10,500,000
		2024	Replacement of Well #4 WP#2	350,000
		2024	2024 Water Main Improvements	750,000
		2024	EVWS DSI Project - C	1,075,538
		2024	EVWS DSI Project (A) 16" WM	1,171,419
		2024	SW Service Area Expansion Loop	1,941,804
		2024	EVWS DSI Project (B) SW area elevated tank	2,755,000
		2024	Reclaim line, 12" reclaim system to Brandy Trails WWTP	550,000
		2024	Reclaim Water Expansion Phase #7	684,700
		2024-2025	Farnton Water Supply Project	5,000,000
		2025	Central City Well OC-2	600,000
		2025	2025 Water Main Improvements	1,000,000
		2025	EVWS DSI Project (D)	1,095,547
	2025	WP#10 DSI Project (B)	1,332,333	
	2025	Reclaim water expansion phase #8	684,700	
	2025	Spring Hill SH-4 Collection System	1,776,000	
	2025	Longleaf Plantation LP-1 Collection System	2,737,800	
		Public Health Total	\$ 97,492,619	

	Year	Description	Amount																	
Project List (requested year order)	2021	Wildlife Management Plan	20,000																	
	2021	Skinner Connector Road	500,000																	
	2021	T-Hangars and electric gate controller	1,825,000																	
	2021	Rehabilitate East and West Aprons & electric home runs	3,100,000																	
	2023	Design rehabilitation of runway 5/23	145,000																	
	2023	Design Rehabilitate Taxiway "A" & "B"	167,000																	
	2023	Fencing & Wetland Mitigation for Wildlife management	277,500																	
	2023	Design New Connector & Partial Parallel Taxiway NW side of Runway 12	875,000																	
	2023	Design and rehabilitate taxiway "B", "A"	1,200,000																	
	2023	Construct rehabilitate runway 5-23	1,400,000																	
	2024	Update Master Plan and ALP	166,700																	
	2025	Design Northwest Hangar Complex New Road and Auto Parking	400,000																	
		Airport Total		\$ 10,076,200																
		2021	City Hall Drainage Pipe 24"-ADD	111,090																
		2021	New Hampshire Ave Pond Addition-ADD	250,384																
		2021	Boston Ave & Rich Ave Drainage Improvements-ADD	65,019																
		2021-2025	Misc. Stormwater Pond Improvements	100,000																
		2021-2025	Misc. Stormwater Neighborhood Improvements	400,000																
		2022	Hubbard Ave & High St Drainage Improvements	120,000																
		2022	W Rich Ave & N Florida Ave Drainage Improvements	125,000																
		2022	S Alabama Ave Additional Pond Improvement	225,000																
		2022	Eidson Ave Drainage Improvement	175,000																
		2023	Wisconsin Ave Pipeline Improvement	225,000																
		2024	Painter's Pond Improvements	250,000																
		2024	Earl Brown Pond Dredging & Improvements Project	225,000																
		2025	Walts Avenue Pond	75,000																
		2025	New Hampshire Ave & S Garfield Ave Drainage & Pond Improvements	175,000																
		2025	SW Pipelining Projects NW Quadrant	250,000																
		Stormwater Total		\$ 2,771,493																
		Total Other Improvements Projects		\$ 111,133,609																
	Justification	<ul style="list-style-type: none"> Rehabilitation of Airport runways and taxiways to ensure safety of aircraft utilizing facility. Extend reclaim water expansion, Spring Hill collection system and Wastewater Treatment Plant to reduce the potable water consumption in northern service areas. 																		
	Funding Source	<p>Other Improvements Funding Source</p> <table border="1"> <tbody> <tr> <td>Water & Sewer Fund Revenue</td> <td>\$ 56,192,231</td> </tr> <tr> <td>Airport Fund Revenue</td> <td>\$ 1,465,240</td> </tr> <tr> <td>Stormwater Fund Revenue</td> <td>\$ 2,771,493</td> </tr> <tr> <td>Grant</td> <td>\$ 8,610,960</td> </tr> <tr> <td>Debt</td> <td>\$ 25,000,000</td> </tr> <tr> <td>Impact Fees</td> <td>\$ 16,300,388</td> </tr> <tr> <td>Reserves</td> <td>\$ 793,297</td> </tr> <tr> <td>Total</td> <td>\$ 111,133,609</td> </tr> </tbody> </table>			Water & Sewer Fund Revenue	\$ 56,192,231	Airport Fund Revenue	\$ 1,465,240	Stormwater Fund Revenue	\$ 2,771,493	Grant	\$ 8,610,960	Debt	\$ 25,000,000	Impact Fees	\$ 16,300,388	Reserves	\$ 793,297	Total	\$ 111,133,609
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Impact Fees	\$ 16,300,388																			
Reserves	\$ 793,297																			
Total	\$ 111,133,609																			
Estimated Operating Costs/Savings	<ul style="list-style-type: none"> Water projects will have minimal maintenance; some reduction in pipe breaks; meter replacement may reduce water loss; possible offset of potable water demand could greatly reduce alternative water project costs. Storm drainage improvements reduce likelihood of flood damage claims. 																			
Anticipated Revenue Increase	N/A																			

LONG TERM DEBT

Statement of Purpose

The City recognizes the primary purpose of capital facilities is to provide services to its residents, however debt financing used to meet the capital needs of the community must be evaluated to ensure the highest rate of return for a given investment of resources and to determine who should pay the cost of the incurred debt. In meeting the capital needs of the community, the city will strive to balance the load between debt financing, operating leases and “pay as you go” methods. Through evaluating the need for additional debt financed facilities and the means by which the debt will be repaid, the Finance Director will strike an appropriate balance between service demands and the amount of debt.

Long-Term Debt Balances as of 9/30/20

Fiscal Year	Governmental Activities			
	Ending	Principal	Interest	Total
2021	\$	1,765,887	\$ 456,332	\$ 2,222,219
2022		1,811,129	410,851	2,221,979
2023		1,857,598	364,116	2,221,714
2024		1,767,100	317,183	2,084,283
2025		1,727,561	272,582	2,000,143
5-Year Total		8,929,274	1,821,064	10,750,338
2026-2030		5,218,338	888,165	6,106,503
2031-2035		3,468,009	317,699	3,785,708
2036-2039		1,767,462	66,135	1,833,597
Total	\$	19,383,084	\$ 3,093,063	\$ 22,476,146

Outstanding Principal

Governmental Activities

Notes Payable:

General fund multipurpose loan 2004A in the original amount of \$8,500,000 dated 04/01/2004 refinanced 10/12/2012 due in varying semi-annual principal payments based on total amount of draws requested plus interest at 2.71% with final draw date of 09/30/2005 and a final maturity date of 04/01/2025. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	2,609,369
General Fund multipurpose loan 2004B in the original amount of \$1,500,000 dated 04/01/2004 refinanced 10/12/2012 due in varying semi-annual principal payments based on total amount of draws requested plus interest at 2.71% with final draw date of 09/30/2005 and a final maturity date of 04/01/2025. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	523,486

General Fund multipurpose loan 2013A in the original amount of \$2,623,000 dated 02/18/2013, due in varying semi-annual principal installments of \$65,440 to \$88,436 plus interest at 3.36% with a final maturity date of 12/01/2032. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	1,823,357
General Fund multipurpose loan 2013B in the original amount of \$1,000,000 dated 05/06/2013, due in varying semi-annual principal installments of \$17,777 to \$33,482 plus interest at 3.36% with a final maturity date of 12/01/2032. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	690,237
Capital Improvement Non-taxable Revenue Note 2018A in the original amount of \$3,978,200 dated 02/21/18, due in varying semi-annual principal installments of \$28,304 to \$167,340 plus interest at 3.160% with a final maturity date of 06/01/2033. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	3,181,342
Capital Improvement Taxable Revenue Note 2018B in the original amount of \$1,100,000 dated 02/21/2018, due in escalating semi-annual principal installments of \$27,281 to \$47,827 plus interest at 4.05% with a final maturity date of 06/01/2033. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	988,642
Capital Improvement Non-taxable Revenue Note Series 2019 in the original amount of \$9,970,000 dated 09/18/2019, due in varying semi-annual principal installments of \$403,348 to \$612,406 plus interest at 1.648% with a final maturity date of 06/01/2035. Repayment of year-end loan balance secured by a pledge of non-ad valorem general fund revenues.	9,566,652
Total Governmental Activities Long-Term Debt	\$19,383,084

CAPITAL LEASES

Statement of Purpose

Cancelable capital leases are utilized by the City for various purposes including equipment lease purchases when deemed appropriate and fiscally responsible by the Finance Director. The City has two capital leases for equipment which include the lease purchase of an Arrow Tower Truck and various printers used throughout City facilities.

Commencing July 2020, the City entered into a lease purchase agreement with Truist Bank for an Arrow 100' Tower Truck valued at \$1,352,782. The lease agreement qualifies as a capital lease and, therefore, has been recorded at the present value of future minimum lease payments as of the inception date. The General Fund is responsible for all lease payments which are due annually, including interest at 1.4%, for a term of 84 months or 7 years. The future minimum lease obligation and net present value are shown in the table below.

Commencing July 2020, the City entered into a lease purchase agreement with DEX Imaging for 24 printers valued at \$201,287. The lease agreement qualifies as a capital lease and, therefore, has been recorded at the present value of future minimum lease payments as of the inception date. The General Fund is responsible for all lease payments which are due annually with no interest for a term of 63 months. At the end of the lease, the City may choose to buy each printer for \$1. The future minimum lease obligation and net present value are shown in the table below.

Operating Lease Payments Due Governmental Activities

Fiscal Year	<u>Arrow Ladder Truck</u>		<u>Copiers/Printers</u>		<u>Total</u>
	<u>Principal</u>	<u>Interest</u>	<u>Principal</u>	<u>Interest</u>	
2021	\$ 185,288	\$ 18,939	\$ 39,597	\$ -	\$ 243,825
2022	187,882	16,345	39,597	-	243,825
2023	190,513	13,715	39,597	-	243,825
2024	193,180	11,047	39,597	-	243,825
2025	195,884	8,343	39,597	-	243,825
2026	198,627	5,600	3,300	-	207,527
2027	201,408	2,820	-	-	204,227
Total	\$ 1,352,782	\$ 76,809	\$ 201,287	\$ -	\$ 1,630,877

INTERFUND ADVANCES

Statement of Purpose

Advances from the General Fund to the Airport Fund were initiated to accelerate the capital improvement program for the DeLand Municipal Airport. All advances are interest-bearing long-term advances that will be repaid from future revenues of the Airport Fund.

At September 30, 2020, total advances to and from other funds are shown in the table below.

Fiscal Year	<u>Advance to Airport Fund</u>		
<u>Ending</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2021	149,791	75,371	225,162
2022	155,098	70,064	225,162
2023	160,596	64,566	225,162
2024	166,292	58,870	225,162
2025	172,193	52,969	225,162
5-Year Total	803,970	321,840	1,125,810
2026-2030	853,157	171,049	1,024,206
2031-2035	491,181	31,899	523,080
Total	\$ 2,148,307	\$ 524,789	\$ 2,673,096

Advances:

Airport Fund advance from the general fund in the original amount of \$1,100,000 dated 02/21/2018, due in annual transfers to the general fund plus interest at 4.05% with a final budgeted maturity date of 06/01/2033. Repayment of advance balance is contingent on available airport revenues each fiscal year. 979,478

Airport Fund advance from the general fund in the original amount of \$1,332,700 dated 02/21/18, due in annual transfers to the general fund plus interest at 3.160% with a final budgeted maturity date of 06/01/2033. Repayment of advance balance is contingent on available airport revenues each fiscal year. 1,168,829

Total Advances to Other Funds **\$2,148,307**

PERSONNEL

Position Classification Plan

In accordance with City Charter provision Section 59.1, the City Commission shall establish a Pay Plan for all permanent employee positions of the City and shall review that pay plan not less often than every five (5) years. A copy of the Pay Plan shall be filed with the City Clerk-Auditor. The Pay Plan shall include rules for its installation and administration.

- A. The following criteria are considered in developing the Pay Plan:
1. Relative difficulty and responsibility existing between the various classes of work.
 2. Prevailing rates of pay for similar types of work in the City's geographic area, or relative market area, whichever is most appropriate.
 3. Economic conditions of the area.
 4. Financial condition of the City.
- B. The Human Resources Director evaluates the Pay Plan annually prior to each new fiscal year and recommends necessary revisions to the City Manager. With the approval of the operating budget for each fiscal year, the Pay Plan is adopted for use during that fiscal year.

Pay Classifications FY 20-21

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE 101	2080	\$8.37	\$17,410	\$12.97	\$26,978
P/T unclassified					
PAY GRADE 105	2080	\$10.18	\$21,174	\$15.77	\$32,802
Park Ranger at EB Park					
PAY GRADE 106	2080	\$10.69	\$22,235	\$16.57	\$34,466
Animal Care Kennel Assistant Gym Supervisor Recreation Assistant					
PAY GRADE 107	2080	\$11.22	\$23,338	\$17.39	\$36,171
Administrative Assistant I Airport Ops Tech I Maintenance Worker I					
PAY GRADE 108	2080	\$11.78	\$24,502	\$18.26	\$37,981
Administrative Assistant II Airport Ops Tech II Maintenance Worker II					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE 109	2080	\$12.37	\$25,730	\$19.17	\$39,874
Cashier/Customer Service Rep I					
Maintenance Carpenter					
Maintenance Technician					
Maintenance Worker III					
Meter Technician I					
Parking Enforcement Officer					
Police Records Clerk I					
Recreation Leader					
PAY GRADE 110	2080	\$12.99	\$27,019	\$20.13	\$41,870
Arborist Technician I					
Arborist Tech Inspector					
Athletic Sports Coordinator					
Cashier/Customer Service Rep II					
Equipment Operator I					
Evidence/Property Clerk					
Meter Technician II					
Parks & Recreation Program Technician					
Police Records Clerk II					
Sign Maintenance Technician I					
Utility Equipment Technician					
Utility Billing Specialist I					
Utility Maintenance Equipment Tech					
PAY GRADE 111	2080	\$13.64	\$28,371	\$21.14	\$43,971
Administrative Assistant III					
Animal Control Officer					
Arborist Technician II					
Cashier/Customer Service Rep III					
Community Service Aide					
Document Imaging Specialist					
Equipment Operator II					
Lead Worker					
Meter Technician III					
Permit Clerk I					
Police Records Clerk III					
Sign Maintenance Technician II					
Utility Billing Specialist II					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE 112	2080	\$14.32	\$29,786	\$22.20	\$46,176
Administrative Assistant IV					
Airport Ops Tech III					
Arborist Inspector					
Arborist Technician III					
Customer Service Support Specialist					
Equipment Operator III					
Lead Meter Technician					
Permit Clerk II					
Stormwater Technician I					
Utility Customer Service Team Lead					
PAY GRADE 113	2080	\$15.03	\$31,262	\$23.30	\$48,464
Chisholm Center Supervisor					
Equipment Mechanic I					
Irrigation Technician					
Permit Clerk III					
Utility Billing Analyst					
PAY GRADE 114	2080	\$15.79	\$32,843	\$24.47	\$50,898
CADD Drafter					
Equipment Mechanic II					
Foreman I					
Irrigation Technician II					
Maintenance Construction Technician I					
Marketing/Special Event Coordinator					
Parks Maintenance Foreman					
Special Events/Projects Coordinator					
PAY GRADE 115	2080	\$16.58	\$34,486	\$25.70	\$53,456
Administrative Coordinator					
Airport Ops Foreman II					
Animal Service Administrator					
Chisholm Center Director					
Civilian Evidence Technician					
Code Enforcement Officer					
Equipment Mechanic III					
Fleet Maintenance Foreman					
Foreman II (with approved state certifications)					
Foreman II Sports/Turf					
Irrigation Technician III					
Maintenance Construction Technician II					
Police Athletic League Program Director					
Permit Team Supervisor					
Sanborn Senior Center Director					
Spring Hill Resource Center Administrator					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE 116	2080	\$17.40	\$36,192	\$26.98	\$56,118
IT Support Specialist					
Maintenance Construction Technician III					
Civilian Investigative Specialist					
PAY GRADE 117	2080	\$18.28	\$38,022	\$28.33	\$58,926
Accounts Payable Administrator					
Accounts Receivable Administrator					
Assistant Parks Superintendent					
Customer Service Supervisor					
Deputy City Clerk					
Journeyman Electrician					
Maintenance/Construction Lead Worker					
Office Administrator					
Payroll Administrator					
Civilian Evidence Supervisor					
Purchasing Coordinator					
Special Events Coordinator					
Utility Billing Supervisor					
Victims Advocate					
PAY GRADE 118	2080	\$19.19	\$39,915	\$29.74	\$61,859
Assistant Chemist					
Community Development Coordinator					
Engineering Inspector					
Environmental Compliance Coordinator					
GIS Technician					
Paralegal					
PAY GRADE 119	2080	\$20.15	\$41,912	\$31.23	\$64,958
GIS Analyst					
HR/Worker's Compensation/Pension Administrator					
Human Resources Administrator					
Planner I					
Recreation Manager					
Risk/Liability Administrator					
PAY GRADE 120	2080	\$21.16	\$44,013	\$32.80	\$68,224
Contract Administrator					
Engineering Designer					
Facilities Superintendent					
Garage/Fleet Maintenance Superintendent					
IT Network Administrator					
IT Programmer/Analyst					
Master Electrician					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE 120	2080	\$21.16	\$44,013	\$32.80	\$68,224
Parks and Recreation Superintendent					
Parks and Recreation Turf Superintendent					
Project/Contract Administrator					
Senior Accountant					
Streets/Stormwater Superintendent					
Tree/Urban Superintendent					
Utility Designer					
PAY GRADE 121	2080	\$22.21	\$46,197	\$34.43	\$71,614
City Forester					
Community Information Specialist					
Economic Development Coordinator					
Executive Assistant to City Manager					
GIS Coordinator					
IT Programmer/Analyst II					
IT Systems Administrator					
Instrumental Control Electrical Supervisor					
PAY GRADE 122	2080	\$23.32	\$48,506	\$36.15	\$75,192
Chief Accountant					
Police Administration Manager					
Public Works Operations Manager					
PAY GRADE 123	2080	\$24.49	\$50,939	\$37.96	\$78,957
Senior Engineering Designer					
PAY GRADE 124	2080	\$25.71	\$53,477	\$39.85	\$82,888
Budget Manager					
Finance Customer Service Manager					
Land Development Manager					
Senior GIS Coordinator					
Senior Planner					
PAY GRADE 125	2080	\$27.00	\$56,160	\$41.85	\$87,048
Utility Construction Engineer					
Utility Engineer					

Senior Management

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE E101	2080	\$27.09	\$56,347	\$41.99	\$87,339
Environmental Compliance Manager					
PAY GRADE E102	2080	\$28.71	\$59,717	\$44.50	\$92,560
Accounting Manager					
Assistant to the City Manager					
Economic Development Manager					
PAY GRADE E103	2080	\$30.44	\$63,315	\$47.18	\$98,134
Airport Manager					
Deputy Parks & Rec Director					
Police Captain					
Utility Operations Manager					
PAY GRADE E104	2080	\$32.26	\$67,101	\$50.00	\$104,000
Assistant Finance Director					
Assistant I.T. Director					
Assistant Public Works Director					
Deputy City Engineer					
Deputy Director Environmental Compliance					
Deputy Police Chief					
Deputy Utility Director					
Fire Division Chief					
PAY GRADE E105	2080	\$34.20	\$71,137	\$53.01	\$110,261
Sports Aviation Administrator					
PAY GRADE E106	2080	\$36.25	\$75,400	\$56.19	\$116,875
VACANT					
PAY GRADE E107	2080	\$38.43	\$79,934	\$59.57	\$123,906
City Engineer					
Facilities Director					
Human Resources Director					
Parks & Recreation Director					
Planning Director					
Public Works Director					
PAY GRADE E108	2080	\$40.73	\$84,718	\$63.13	\$131,310
Community Development Director					
Finance Director					
Fire Chief					
Information Technology Director					
Utility Director					
PAY GRADE E109	2080	\$43.17	\$89,794	\$66.91	\$139,173
Deputy Public Service Director					
Police Chief					
PAY GRADE E110	2080	\$45.77	\$95,202	\$70.94	\$147,555
Director of Public Services					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE E111	2080	\$48.51	\$100,901	\$75.19	\$156,395
Assistant City Manager					
PAY GRADE APPOINTED					
City Clerk-Auditor					
City Manager					

Public Safety

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE F101	2756	\$12.55	\$34,588	\$19.45	\$53,604
Firefighter/EMT (subject to collection bargaining)					
PAY GRADE F102	2756	\$13.43	\$37,013	\$20.82	\$57,380
Driver/Engineer (subject to collection bargaining)					
PAY GRADE F103	2756	\$15.91	\$43,848	\$24.66	\$67,963
Fire Lieutenant (subject to collection bargaining)					
PAY GRADE F104	2912	\$26.50	\$77,168	\$35.40	\$103,085
Fire Battalion Chief					
PAY GRADE F105	2080	\$16.94	\$35,235	\$26.26	\$54,621
Fire Inspector					
PAY GRADE F106	2080	\$25.91	\$53,893	\$40.17	\$83,554
Fire Marshal					
PAY GRADE E104	2080	\$39.33	\$81,806	\$48.93	\$101,774
Fire Division Chief					
PAY GRADE E108 [with Sr. Management Pay Scale]					
Fire Chief					
PAY GRADE P101	2184	\$18.30	\$39,967	\$28.01	\$61,174
Detective [subject to collection bargaining] cadet = \$17.38					
Police Officer [subject to collection bargaining]					
PAY GRADE P102	2184	\$19.98	\$43,636	\$29.48	\$64,384
Police Corporal [subject to collection bargaining]					
PAY GRADE P103	2184	\$21.65	\$47,284	\$33.20	\$72,509
Police Sergeant [subject to collection bargaining]					
PAY GRADE P104	2184	\$25.85	\$56,456	\$39.71	\$86,727
Police Lieutenant [subject to collection bargaining]					
PAY GRADE P105 [with Sr. Management Pay Scale]					
Police Captain					
PAY GRADE E104 [with Sr. Management Pay Scale]					
Deputy Police Chief					
PAY GRADE E109 [with Sr. Management Pay Scale]					
Police Chief					

Water Plant / Wastewater Treatment Plant

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE U101	2080	\$11.22	\$23,338	\$17.39	\$36,171
Utility Administrative Assistant I					
Utility Custodian I					
Utility Maintenance Worker I					
PAY GRADE U102	2080	\$11.78	\$24,502	\$18.26	\$37,981
Utility Administrative Assistant II					
Utility Custodian II					
Utility Maintenance Worker II					
PAY GRADE U103	2080	\$12.37	\$25,730	\$19.17	\$39,874
Utility Custodian III					
Utility Maintenance Worker III					
Utility Plant Tech I					
PAY GRADE U104	2080	\$12.99	\$27,019	\$20.13	\$41,870
Utility Distribution Tech I					
Utility Collections Tech I					
Utility Plant Tech II					
PAY GRADE U105	2080	\$13.64	\$28,371	\$21.14	\$43,971
Utility Backflow Tech I					
Utility Distribution Tech II					
Utility Collections Tech II					
Utility Administrative Assistant III					
Utility Plant Tech III					
PAY GRADE U106	2080	\$14.32	\$29,786	\$22.20	\$46,176
Utility Distribution Tech III					
Utility Collections Tech III					
Utility Backflow Tech II					
Utility Locator I					
Utility Administrative Assistant IV					
PAY GRADE U107	2080	\$15.03	\$31,262	\$23.30	\$48,464
Utility Backflow Tech III					
Utility Locator II					
PAY GRADE U108	2080	\$15.79	\$32,843	\$24.47	\$50,898
Utility Equipment Operator I Water Distribution					
Utility Equipment Operator I Wastewater Collections					
Utility Locator III					
Utility Construction Technician I Collections					
PAY GRADE U109	2080	\$16.58	\$34,486	\$25.70	\$53,456
Utility Laboratory Technician I					
Utility Equipment Operator II Water Distribution					
Utility Equipment Operator II Wastewater Collections					
Utility Equipment Mechanic I					
Utility Construction Technician II Collections					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE U110	2080	\$17.40	\$36,192	\$26.98	\$56,118
Utility Equipment Operator III Water Distribution					
Utility Equipment Operator III Wastewater Collections					
Utility Equipment Mechanic II					
Utility Water Plant Operator C					
Utility Wastewater Plant Operator C					
Utility Construction Technician III Collections					
Utility Valve and GIS Lead Worker I					
Utility Meter and Backflow Lead Worker I					
PAY GRADE U111	2080	\$18.28	\$38,022	\$28.33	\$58,926
Utility Journeyman Electrician I					
Utility Laboratory Technician II					
Utility Meter and Backflow Lead Worker II					
Utility Senior Wastewater Plant Operator C					
Utility Senior Water Plant Operator C					
Utility Project Coordinator I					
Utility Distribution Meter Tech Team Lead					
Utility Equipment Mechanic III					
Utility Valve and GIS Lead Worker II					
PAY GRADE U112	2080	\$19.19	\$39,915	\$29.74	\$61,859
Utility Journeyman Electrician II					
Utility Meter and Backflow Lead Worker III					
Utility Special Projects Coordinator I					
Utility Project Coordinator II					
Utility Billing Meter Supervisor					
Utility Valve and GIS Lead Worker III					
Utility Wastewater Plant Operator B					
Utility Water Plant Operator B					
PAY GRADE U113	2080	\$20.15	\$41,912	\$31.23	\$64,958
Utility Distribution Foreman I					
Utility Wastewater and Collections Foreman I					
Utility Journeyman Electrician III					
Utility Laboratory Technician III					
Utility Special Projects Coordinator II					
Utility Project Coordinator III					
Utility Senior Wastewater Plant Operator B					
Utility Senior Water Plant Operator B					
PAY GRADE U114	2080	\$21.16	\$44,013	\$32.80	\$68,224
Utility Cross Connection Foreman I					
Utility Special Projects Coordinator III					
Utility Distribution Foreman II					
Utility Wastewater and Collections Foreman II					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE U115	2080	\$22.21	\$46,197	\$34.43	\$71,614
Utility Cross Connection Foreman II					
Utility Distribution Foreman III					
Utility Wastewater and Collections Foreman III					
Utility Senior Wastewater Plant Operator A					
Utility Senior Water Plant Operator A					
PAY GRADE U116	2080	\$23.32	\$48,506	\$36.15	\$75,192
Utility Assistant Chief Chemist I					
Utility Assistant Chief Wastewater Plant Superintendent I					
Utility Assistant Chief Water Plant Superintendent I					
Utility Cross Connection Foreman III					
PAY GRADE U117	2080	\$24.49	\$50,939	\$37.96	\$78,957
Utility Assistant Chief Chemist II					
Utility Assistant Chief Wastewater Plant Superintendent II					
Utility Assistant Chief Water Plant Superintendent II					
PAY GRADE U118	2080	\$25.71	\$53,477	\$39.85	\$82,888
Utility Assistant Chief Chemist III					
Utility Assistant Chief Wastewater Plant Operator III					
Utility Assistant Chief Water Plant Operator III					
PAY GRADE U119	2080	\$27.00	\$56,160	\$41.85	\$87,048
Utility Chief Environmental Chemist I					
Utility Instrumental Control and Electrical Supervisor I					
PAY GRADE U120	2080	\$28.54	\$59,363	\$43.94	\$89,856
Utility Chief Environmental Chemist II					
Utility Distribution Superintendent I					
Utility Wastewater Collections Superintendent I					
Utility Wastewater Plant Superintendent I					
Utility Water Plant Superintendent I					
Utility Instrumental Control and Electrical Supervisor II					
PAY GRADE U121	2080	\$29.96	\$62,316	\$46.13	\$95,950
Utility Chief Environmental Chemist III					
Utility Distribution Superintendent II					
Utility Wastewater Collections Superintendent II					
Utility Wastewater Plant Superintendent II					
Utility Water Plant Superintendent II					
Utility Instrumental Control and Electrical Supervisor III					

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE U122	2080	\$31.45	\$65,416	\$48.44	\$100,755

Utility Distribution Superintendent III
 Utility Wastewater Collections Superintendent III
 Utility Wastewater Plant Superintendent III
 Utility Water Plant Superintendent III

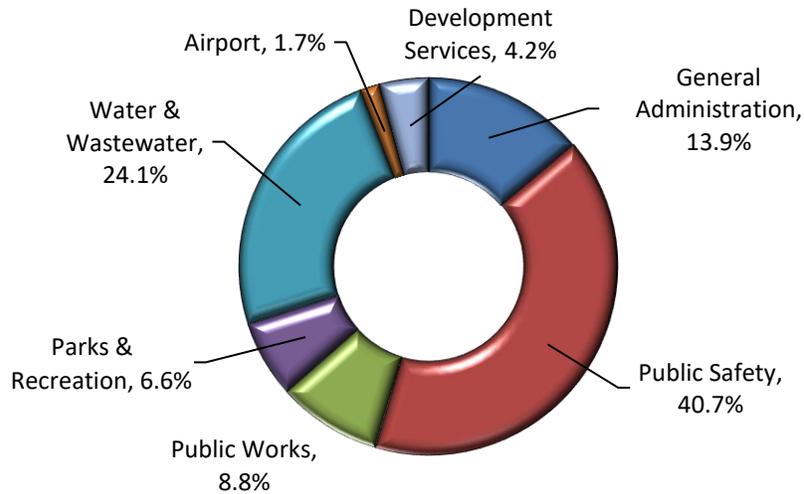
Employees may earn additional shift differential pay based on scale below:

Shift 1: 07:00 - 15:00 or 08:00 - 16:00 straight pay
 Shift 2: 15:00 - 23:00 or 16:00 - 00:00 \$0.50/hr additional pay
 Shift 3: 23:00 - 07:00 or 00:00 - 08:00 \$0.75/hr additional pay
 On-call \$0.75/hr additional pay

Building Inspections

	Annual Hours	MINIMUM		MAXIMUM	
		Hourly	Annual	Hourly	Annual
PAY GRADE B100	2080	\$19.48	\$40,518	\$31.17	\$64,834
Building Inspector Entry Level					
PAY GRADE B101	2080	\$21.64	\$45,011	\$34.62	\$72,010
Building Inspector I					
PAY GRADE B102	2080	\$24.04	\$50,003	\$38.47	\$80,018
Building Inspector II					
PAY GRADE B103	2080	\$25.25	\$52,520	\$40.39	\$84,011
Building Inspector III					
PAY GRADE B104	2080	\$26.51	\$55,141	\$42.41	\$88,213
Plans Examiner					
PAY GRADE B105 (DBO)	2080	\$33.66	\$70,013	\$53.85	\$112,008
Deputy Building Official					
PAY GRADE B106 (CHIEF)	2080	\$40.87	\$85,010	\$65.39	\$136,011
Chief Building Official					

A significant part, 38.52% of the City's Operating Budget, is funding for employees who in turn provide services for the benefit of our citizenry. The following graph identifies positions by function:



Changes in Authorized Number of City Full Time Equivalents (FTE)

GENERAL FUND STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Mayor and Commission	5.00	5.00	5.00	5.00	5.00
City Manager	2.90	2.00	2.00	2.00	2.00
City Clerk	3.00	3.00	3.25	3.25	3.25
Finance	9.00	9.00	9.00	8.73	8.73
Legal	1.00	1.00	1.00	1.00	1.00
Administrative Services	6.90	7.40	7.65	5.65	4.75
Information Technology	5.00	5.23	6.23	6.73	6.73
Human Resources	4.00	4.73	4.73	5.00	5.00
Economic Development	2.65	2.65	2.65	2.60	2.60
Planning	6.25	6.25	6.25	6.65	6.60
Licenses and Enforcement	2.65	2.55	2.55	1.20	1.20
Fire	47.23	47.23	47.23	49.48	48.62
Police Department	91.05	91.05	94.55	96.22	96.78
Public Works	38.37	39.37	39.37	41.45	40.95
Parks and Recreation	37.30	37.84	37.84	39.84	39.59
General Fund Total	262.30	264.30	269.30	274.80	272.80
SPECIAL REVENUE FUNDS STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Spring Hill CRA	-	-	-	2.00	2.00
Special Revenue Total	-	-	-	2.00	2.00
ENTERPRISE FUNDS STAFFING	2016-17 BUDGET	2017-18 BUDGET	2018-19 BUDGET	2019-20 BUDGET	2020-21 BUDGET
Water & Sewer	109.37	111.87	116.50	122.70	130.70
Airport	8.00	8.00	8.00	7.10	8.10
Stormwater	9.50	9.50	9.50	9.75	11.25
Permits and Inspections	12.95	14.55	16.55	19.80	20.52
Enterprise Funds Total	139.82	143.92	150.55	159.35	170.57
ALL FUNDS TOTAL	402.12	408.22	419.85	436.15	445.37

Note: Increases or decreases in FTEs are discussed in division detail sections

Changes in Authorized Number of City Positions

Department	2015-16		2016-17		2017-18		2018-19		2019-20		2020-21	
	F/T	P/T										
City Manager	2.90		2.90		2.00		2.00		2.00		2.00	
City Clerk	3.00		3.00		3.00		3.25		3.25		3.25	
Finance	8.00		8.00		9.00		9.00		8.00	0.73	8.00	0.73
Legal	1.00		1.00		1.00		1.00		1.00		1.00	
Administrative Services	5.00	0.45	5.00	0.45	6.00	1.40	6.75	0.90	3.75	1.90	3.75	1.00
Information Services	5.00		5.00		5.00		6.00	0.23	6.00	0.73	6.00	0.73
Human Resources	3.00	1.00	3.00	1.00	3.00	1.73	3.00	1.73	4.00	1.00	4.00	1.00
Total General Government	27.90	1.45	27.90	1.45	29.00	3.13	31.00	2.86	28.00	4.36	28.00	3.46
Economic Development	2.50		2.50		2.65		2.65		2.60		2.60	
Planning	6.00	0.73	6.00	0.73	6.25		6.25		6.65		6.60	
Licenses & Enforcement	2.85		2.85		2.50	0.05	2.50	0.05	1.20		1.20	
Total Comm. Development	11.35	0.73	11.35	0.73	11.40	0.05	11.40	0.05	10.45	0.00	10.40	0.00
Fire	46.00	0.60	46.00	0.60	46.50	0.73	46.50	0.73	48.75	0.73	48.25	0.37
Police-Administration	3.00		3.00		3.00		5.00		0.00		0.00	
Police-Support	35.00	1.96	35.00	1.96	30.00	3.32	26.00	3.42	90.00	5.22	90.00	5.78
Police-Patrol	48.00	1.73	48.00	1.73	52.00	1.73	57.00	2.13	0.00		0.00	
Police-Parking	1.00		1.00		1.00		1.00		1.00		1.00	
Total Public Safety	133.00	4.29	133.00	4.29	132.50	5.78	135.50	6.28	139.75	5.95	139.25	6.15
Public Works												
Administration	3.50	0.37	3.50	0.37	3.50	0.37	3.50	0.37	3.95		3.95	
Streets	13.25		13.25		11.50		11.50		11.50		11.50	
Trees	7.00		7.00		7.50		7.50		8.50		8.00	
Urban Beautification	8.00		8.00		10.50		10.50		10.50		10.50	
Vehicle Maintenance	6.00		6.00		6.00		6.00		7.00		7.00	
Total Public Works	37.75	0.37	37.75	0.37	39.00	0.37	39.00	0.37	41.45	0.00	40.95	0.00
Parks & Rec Administration	3.00		3.00		3.00		3.00		3.00		3.00	
Recreation	2.00	0.50	2.00	0.50	3.00	0.50	3.00	0.50	3.00	0.50	3.00	0.50
Parks	17.00	2.97	17.00	2.97	18.00	2.84	18.00	2.84	20.00	2.84	20.00	2.59
Trailer Park	0.00		0.00		0.00		0.00		0.00		0.00	
Activities Center	5.00	0.50	5.00	0.50	5.00	0.50	5.00	0.50	5.00	0.50	5.00	0.50
Chisholm Center	4.00	1.46	4.00	1.46	4.00	1.00	4.00	1.00	4.00	1.00	4.00	1.00
Total Parks & Recreation	31.00	5.43	31.00	5.43	33.00	4.84	33.00	4.84	35.00	4.84	35.00	4.59
Total General Fund	241.00	12.27	241.00	12.27	244.90	14.17	249.90	14.40	254.65	15.15	253.60	14.20
Downtown CRA Fund	0.00											
Spring Hill CRA Fund	0.00		0.00		0.00		0.00		2.00		2.00	
Utilities Administration	7.00	0.37	7.00	0.37	7.00	0.37	7.00	1.00	9.45		10.45	
Engineering	5.40		5.40		7.00		7.00		7.00		8.00	
Water Production	7.00		7.00		7.00		7.00		7.00		7.00	
Water Distribution	19.00		19.00		22.00		23.00		26.00		28.00	
Wastewater Treatment	15.00	0.13	15.00	0.13	14.00		14.00		13.00	1.00	13.00	1.00
Wastewater Collections	7.00		7.00		8.00		8.00		8.00		8.00	
Utilities Maintenance	15.00		15.00		17.00		19.00		21.00		23.00	
Facilities Maintenance	10.50		10.50		10.50		11.50		11.25		12.25	
Customer Service	18.00		18.00		19.00		19.00		19.00		20.00	
Total Water & Sewer Fund	103.90	0.50	103.90	0.50	111.50	0.37	115.50	1.00	121.70	1.00	129.70	1.00
Municipal Airport Fund	6.00		6.00		8.00		8.00		7.10		8.10	
Stormwater Fund	8.75		8.75		9.50		9.50		9.75		11.25	
Permits & Inspections Fund	11.75	0.38	11.75	0.38	14.10	0.45	16.10	0.45	19.80		20.52	
Total Authorized Positions	371.40	13.15	371.40	13.15	388.00	14.99	399.00	15.85	415.00	16.15	425.17	15.20

Note: Excludes mayor and commission (5 F/T).

STATISTICS

Miscellaneous Statistical Information

Date of Incorporation March 11, 1882

Form of Government Commission/Manager

Estimated Population in 2020: 37,043

<https://www.bebr.ufl.edu/population>

Unemployment in July 2020:

DeLand: 11.2%
 Florida: 11.4%

2020 Cost of living index in DeLand: 93.5
 (Less than average, U.S. average is 100)

<http://www.homefacts.com/unemployment/Florida/Volusia-County/Deland.html>

DeLand Population Pyramid 2020



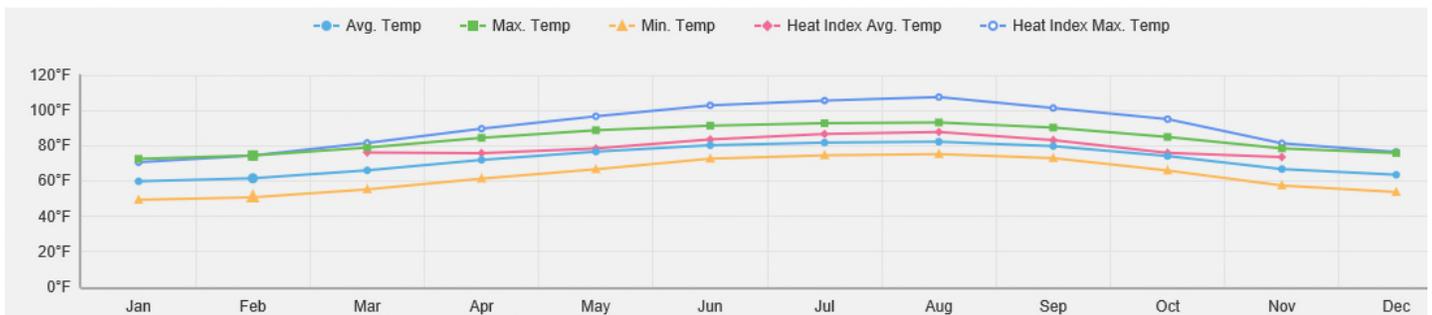
Races in DeLand in 2020

- White Population: 77.84%
- Black or African American Population: 15.62%
- Two or More Races Population: 2.49%
- Asian Population: 1.96%
- Some Other Race Population: 1.75%
- American Indian and Alaska Native Population: 0.35%
- Native Hawaiian and Other Pacific Islander Population: 0.00%

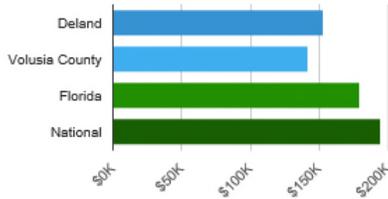
Source:

<https://worldpopulationreview.com/us-cities/deland-fl-population>

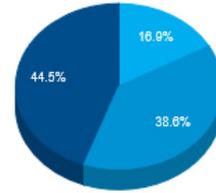
Average Monthly DeLand Temperature With Heat Index



Deland, FL Median Home Value



Deland, FL Housing Inventory



Florida law mandates a minimum sales tax rate of 6%, collected by the state government to provide services to all Floridians. However, the law also provides for a local option sales tax that lets each county set its own local tax that is collected on top of the general state rate. The rate for DeLand, which is mandated by Volusia County, is 6.5%.

Counts as of September 2020

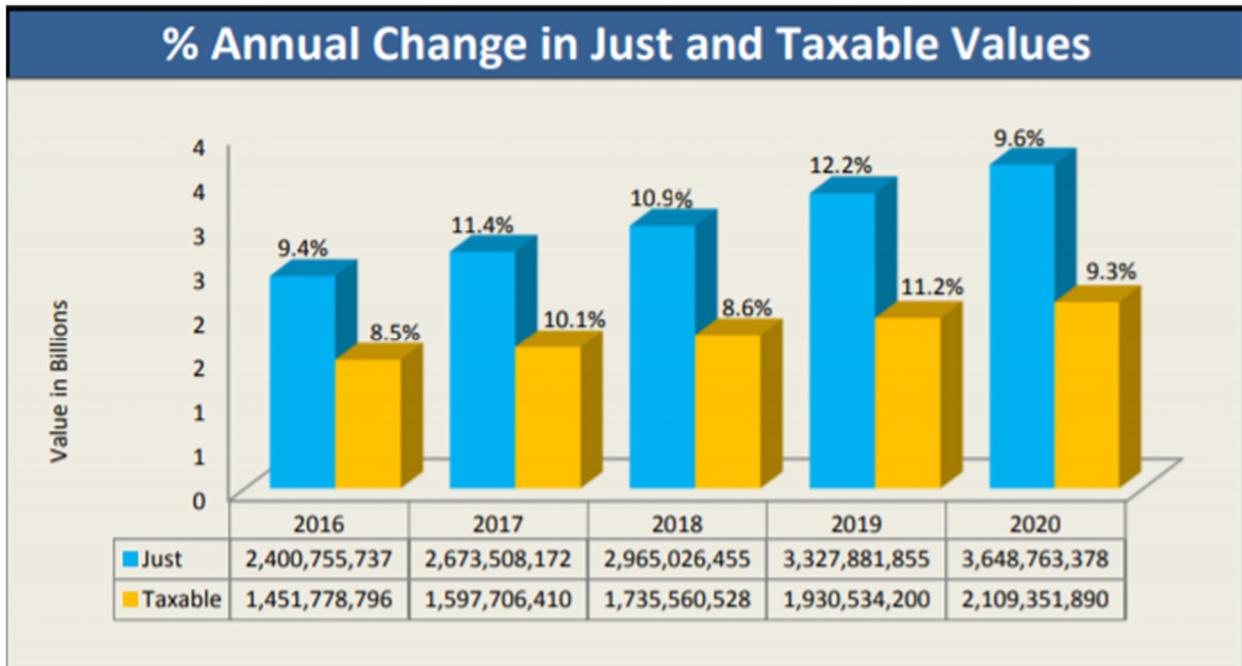
Area	19.09	Square Miles		
	138.03	Miles Paved Streets		
	0.25	Miles Unpaved Streets		
	281.00	Miles Primary Water Mains		
	211.00	Miles Primary Sewer Mains		
	58.00	Miles Reclaim Mains		
Public Education	6	Elementary		
	2	Middle		
	1	High		
	3	College		
Fire Protection	3	Station		
	45.00	Fire/EMS Employees		
	1.00	Fire Prevention Employees		
	4.50	Administrative Staff Employees		
	0.50	Civilian Employees		
Police Protection	1	Station		
	71.00	Police Officers		
	3.42	Reserve Police Officers		
	93	Cars/Trucks		
	4	Motorcycles		
Airport	175	Base Aircraft		
City Utilities	80+/-	Sq. Miles Utility Service Area	4,844	MGD Water Plant (daily avg.)
	10	Water Plants	3.49	MGD Wastewater Plant (daily avg)
	19	Major Wells	1,217	Reclaim Accounts
	125	Sewer Lift Station	14,257	Water & Sewer Accounts
Recreation Facilities	1	Football Stadium	9	Parks & Playgrounds
	1	Baseball Stadium	1	Swimming Pool
	8	Ball Fields	5	Soccer/Football Fields
	6	Tennis Courts	8	Outdoor Basketball Courts
	20	Shuffleboard Courts	1	Gymnasium
	3	Historical/Museum Sites	114	Acres of Recreation Lands
	2	Recreation Centers	6	Pickleball Courts

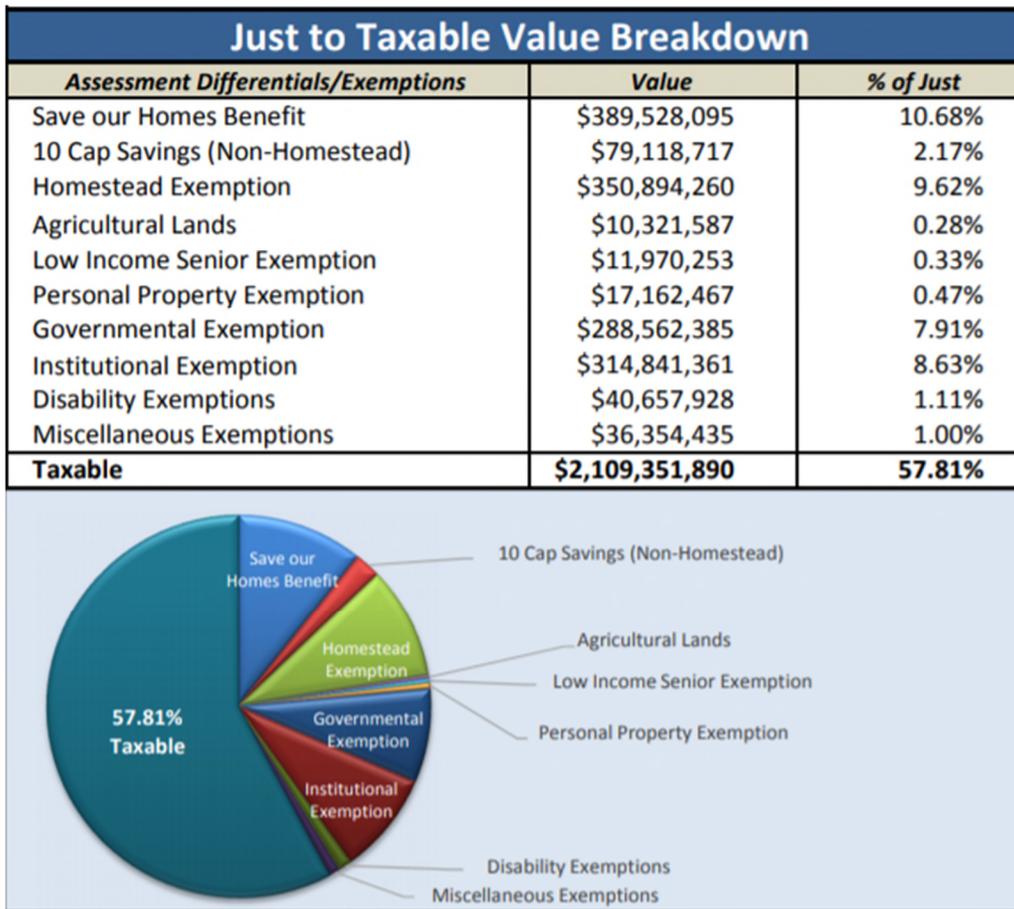
Principal Taxpayers as of September 2020

	Tax Payer	2020 Taxable Value
1	KPR US LLC	57,219,518
2	DUKE ENERGY FLORIDA LLC	16,901,781
3	TKG DELAND PERM LLC	15,040,821
4	WEST VOLUSIA INVESTORS LLC	14,000,318
5	CLOISTERS RHF HOUSING LLC	13,700,647
6	WAL-MART STORES EAS L P	13,180,352
7	CARRINGTON PLACE PROPERTY	12,479,818
8	KINGSPAN INSULATED PANELS INC	11,534,693
9	BRIGHT HOUSE NETWORKS LLC	10,443,959
10	BRE RETRAIL NP OWNER 1 LLC	10,344,862

Source: <http://vcpa.vcgov.org/DeLand2020F.pdf>

Property Tax Statistical Information





Source: County of Volusia Property Appraiser's website <http://vcpa.vcgov.org/DeLand2020F.pdf>

ACRONYMS AND GLOSSARY

Acronyms

AAAE	American Association of Airport Executives	DSIP	Distribution System Improvement Project
ABP	Automatic Bank Payment	DSRA	DeLand Sports Redevelopment Association
ADA	Americans with Disabilities Act	DUI	Driving Under the Influence
AED	Automated External Defibrillator	EAP	Employee Assistance Program
ALS	Advanced Life Support	EAR	Evaluation and Appraisal Report
ANTN	Airport News and Training Network	ECHO	Ecological, Cultural, Heritage, Outdoors
APP	Art in Public Places	EECBG	Energy Efficiency Community Block Grant
APWA	American Public Works Association	EEO	Equal Employment Opportunity
AWOS	Automatic Weather Observation System	EEOC	Equal Employment Opportunity Commission
AWWA	American Water Works Association	EMS	Emergency Medical Services
BAM	Biosorption Activated Media	EMT	Emergency Medical Technician
BLS	Basic Life Support	EOC	Emergency Operations Center
BOA	Board of Adjustments	EPA	Environmental Protection Agency
BOLO	Be On the Look Out	ERU	Equivalent Residential Unit
BPAC	Bicycle Path Advisory Committee	ESF	Emergency Support Function
C/O	Carry Over Funds	FAA	Federal Aviation Authority
CAD	Computer Aided Dispatch	FBC	Florida Benchmarking Consortium
CAFR	Comprehensive Annual Financial Report	FBO	Fixed Base Operator
CATF	Citizens Advisory Task Force	FDEP	Florida Department of Environmental Protection
CBA	Collective Bargaining Agreement	FDOT	Florida Department of Transportation
CBAC	Citizens Budget Advisory Committee	FDLE	Florida Department of Law Enforcement
CDBG	Community Development Block Grant	FEMA	Federal Emergency Management Agency
CDL	Commercial Drivers License	FGBC	Florida Green Building Coalition
CEI	Construction Engineering Inspection	FLC	Florida League of Cities
CEMP	Comprehensive Emergency Management Plan	FM	Fleet Maintenance
CERT	Community Emergency Response Team	FRDAP	Florida Recreation Development Assistance Program
CEU	Continuing Education Units	FSA	Flexible Spending Account
CFCDC	Central Florida Community Development Corporation	F/T	Full Time
CFS	Calls for Service	FTE	Full Time Equivalents
CGFO	Certified Government Finance Officer	FY	Fiscal Year
CIP	Capital Improvement Program	GAAP	Generally Accepted Accounting Principles
CIU	Criminal Investigation Unit	GASB	Governmental Accounting Standards Board
CJIS	Criminal Justice Information System	GFOA	Government Finance Officers Association
CMS	Concurrency Management System	GIS	Geographic Information Services
COLA	Cost of Living Adjustment	GO	General Obligation
COP	Community Oriented Policing	GPS	Global Positioning System
CPA	Certified Public Accountant	GST	Ground Storage Tank
CPFO	Certified Public Finance Officer	HMO	Health Maintenance Organization
CPR	Cardiac Pulmonary Resuscitation	HR	Human Resources
CPI	Consumer Price Index	HRA	Health Reimbursement Account
CRA	Community Redevelopment Agency	HRS	Health Resource Services
CSO	Community Service Officer	HUD	Housing and Urban Development
CUP	Consumptive Use Permit	HVAC	Heating Ventilating Air Conditioning
DARE	Drug Awareness Resistance Education	IACP	International Association of Chiefs of Police
DER	Department of Environmental Regulation	ICMA	International City/County Management Association
DHA	DeLand Housing Authority	IFAK	Individual First Aid Kit
DHS	DeLand High School	IVR/IWR	Interactive Voice Response/Interactive Web Response
DNAS	DeLand Naval Air Station	ISO	Insurance Service Office
DOC	Department of Corrections	IT	Information Technology
DOJ	Department of Justice	IUPA	International Union of Police Associations
DOT	Department of Transportation	JACIP	Joint Automated Capital Improvements Plan
DRI	Development of Regional Impact	JAG	Justice Assistance Grant
DSC	Daytona State College	JPA	Joint Participation Agreement
DSP	Dispatched	LDR	Land Development Regulation

LED	Light Emitting Diode	RMP	Risk Management Plan
LFA	Lower Floridian Aquifer	RTU	Remote Telemetry Unit
LLEBG	Local Law Enforcement Block Grant	SARA	Scan Analysis Response Assessment
LOGT	Local Option Gas Tax	SB	Senate Bill
LUCA	Local Update of Census Addresses	SCADA	System Control and Data Acquisition
MFL	Minimum Flow and Levels	SCBA	Self Contained Breathing Apparatus
MFR	Minimum Flow Region	SJRWMD	St. Johns River Water Management District
MGD	Million Gallons Daily	SW	Stormwater
Mhz	Megahertz radio frequency unit	SWAC	South West Activity Center
MMTD	Multimodal Transportation District	TBD	To Be Determined
MOT	Maintenance of Traffic	TCIA	Tree Care Industry Association
MPO	Metropolitan Planning Organization	TDB	Transportation Data Base
MSA	Mine Safety Appliances	TID	Tax Increment District
MUTCD	Manual on Uniform Traffic Control Devices	TIDF	Tax Increment District Funding
NDB	Non-Directional Beacon	TMDL	Total Maximum Daily Loads
NELAC	National Environmental Laboratory Accreditation Counsel	TRC	Technical Review Committee
NFPA	National Fire Protection Association	TRIM	Truth-In-Millage
NIMS	National Incident Management System	TVEDC	Team Volusia Economic Development Corporation
NPDES	National Pollutant Discharge Elimination System	UCR	Uniform Crime Reporting
OPEB	Other Post employment Benefits	USEPA	United States Environmental Protection Agency
PAL	Police Athletic League	VCSO	Volusia County Sheriff's Office
PC	Personal Computer	VFD	Variable Frequency Drive
PDE	Planning, Design and Engineering	VOIP	Voice Over Internet Protocol
PILOT	Payment in Lieu of Taxes	WAV	Water Authority of Volusia
PMI	Preventive Maintenance Inspection	WP	Water Plant
POP	Problem Oriented Policing	WPA	Works Project Administration
PPE	Personal Protective Vests	WRF	Wastewater Reclamation Facility
PRIMA	Professional Risk Managers Association	WTP	Water Treatment Plant
P/T	Part Time	WVWS	West Volusia Water Suppliers
QA	Quality Assurance	WW	Wastewater
QC	Quality Control	WWTP	Wastewater Treatment Plant
RAS	Return Activated Sludge	YMCA	Young Men's Christian Association
RFP	Request for Proposals		
RMS	Records Management System		

Glossary

Account	Financial reporting unit for budget, management, or accounting purposes.
Accounts Payable	The amounts owed to others for goods and services received.
Accounts Receivable	The amounts due from others for goods furnished and services rendered.
Accrual Basis	The basis whereby transactions and events are recognized when they occur, regardless of when cash is received or paid.
Actual Prior Year	Actual amounts for the fiscal year preceding the current fiscal year which proceeds the budget fiscal year.
Aggregate Millage Rate	A rate obtained by dividing the sum of all ad valorem taxes levied by the governing body (City Commission for DeLand) by the taxable value of the municipality. Expresses an average tax rate.
Allocation	Component of an appropriation earmarking expenditures for a specific purpose and/or level of organization.
Amendments	Process in which budget appropriations for revenues and/or expenditures are increased or decreased as a result of unanticipated circumstances or changes in planned activities. Amendments must be approved by the City Commission.
Amortization	Payment of a debt by regular intervals over a specific period of time.
Annexation	The process by which an unincorporated area is brought into a city. Rules governing annexation are established by State Statute.
Appropriation	Legal authorization granted by the legislative body to incur expenditures and obligations for a specific purpose. An appropriation is usually limited in amount, and as to the time when it may be expended.
Asset	Resources owned or held by a government which have monetary value.
Assessed Valuation	A valuation of real estate or other property by a government as a basis for levying taxes. Taxable valuation is calculated from an assessed valuation
Authorized Positions	Employee positions, which are authorized in the adopted budget, to be filled during the year.
Bad Debt	The estimated amount of accounts owed to the city (receivables) that will not be collected during the year. This includes utility accounts and other miscellaneous accounts receivables estimated to not be collected.
Balanced Budget	A budget in which planned available funds equal planned expenditures.
Benchmarking	Process of comparing organizational practices to those of peer organizations as a basis for developing and striving to exceed standards.
Bond	A promise to repay a fixed principal amount on a future date; typically offer semi-annual interest payments.
Bond Covenants	Agreements made to assure bond holders that sufficient money will be available to pay bonds.
Bond Proceeds	The money paid to the issuer by the purchaser or underwriter for a new issue of municipal bonds, used to finance the project or purpose for which the bonds were issued and to pay certain costs of issuance as may be provided in the bond resolution.
Bond Rating	The rating established by a rating company (Moody's, Stand and Poors, Fitch) that assesses the City's financial stability, resources and capacity to repay the financing issue by evaluating the organization's administrative management, financial management, debt load and local economy.
Bond Refinancing	The payoff and re-issuance of bonds, to obtain better interest rates and/or bond covenants.
Budget	A plan of financial operation embodying an estimate of proposed expenditures for a given period, and the proposed means of financing. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption, and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is proposed and tentative, or whether it has been approved by the appropriating body. The budget, once adopted, is the legal authorization to expend city funds during the fiscal year by the governing body and/or management, in accordance with procedures specified by law, charter, and/or administrative rules and regulations.
Budgetary Basis	This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

Budget Calendar	The schedule of key dates which the City follows in the preparation and adoption of the budget.
Budget Deficit	Amount by which the City's budget outlays exceed its budget receipts for a given period, usually a fiscal year.
Capital Assets	Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
CIP	Capital Improvement Program. A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program. It sets forth each project or other contemplated expenditure in which the government is to have a part, and specifies the full resources estimated to be available to finance the projected expenditure.
Capital Outlay	Fixed assets which have a value of \$750 or more and a useful economic lifetime of more than one year.
Comprehensive Plan	The Comprehensive Plan consists of goals, objectives, policies, supporting documentation and a Land Use Map which work in concert to guide future growth and development in DeLand. The adopted plan is in accordance with Florida Statutes and consists of nine elements in such areas as future land use, traffic circulation, housing, public service, recreation and capital improvements.
CDBG	Community Development Block Grant. An entitlement grant program authorized by the federal government which provides a federal grant for each year in which the program is authorized by Congress. The City has entered into a cooperation agreement with Volusia County as an urban county for CDBG funds. Funds are distributed to the participating agencies based on population.
CRA	The Community Redevelopment Agency is a revenue generating mechanism used to finance capital improvements in an area suffering from blighted conditions. As the property is improved, the difference between the original tax assessment and the revised assessment is returned to the CRA fund.
Consumer Price Index (CPI)	A statistical description of price levels provided by the U.S. Department of Labor. The index is used as a measure of the increase in the cost of living (i.e., economic inflation).
Contingency	Amount budgeted to meet unexpected operating expenditures which occur during the current year.
Contractual Services	Services rendered to the city by private firms, individuals, or other governmental agencies. Examples include rent, maintenance agreements and professional consulting services.
Debt Ratios	Comparative statistics showing the relationship between the issuer's outstanding debt and such factors as its tax base, income or population. Such ratios are often used in the process of determining credit quality of an issue.
Debt Service	The annual payments required to support debt issues, including interest and principal payments.
Department	Organizational unit of government which is functionally unique in delivery of services.
Depreciation	Expiration in the service life of fixed assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is pro-rated over the estimated service life of such an asset, and each period is charged with a portion of such costs.
Effective Drainage Unit [EDU]	The standard unit used to express the stormwater burden expected to be generated by each parcel of property. Based upon the average impervious area derived from a statistically valid sample of single-family parcels, the City of DeLand has computed an "EDU Value" of 3,100 square feet, which shall be used to calculate the number of EDUs attributable to each developed property.
Employee Fringe Benefits	Contributions made by the city to meet commitments or obligations for employee fringe benefits. Included are the government's share of costs for various pension, medical and life insurance plans as well as funding provided to employees for selection of other benefits and services.
Encumbrance	Purchase orders charged to an appropriation and for which a part of the appropriation is obligated.
Enterprise Fund	A fund established for services that are predominantly self-supported by user fees and charges.
Expenditures	Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service and capital outlays.
Expenses	Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.
Fees	A general term used for any charge levied by government for providing a service, permitting an activity, or imposing a fine or penalty. Fees are sometimes included in the broader context of user charges.
Fiscal Year	A twelve-month period to which the annual operating budget applies, and at the end of which a government determines its financial position and the results of operations. DeLand's fiscal year begins October 1 st and ends September 30 th of each year.

Fixed Assets	Assets of a long-term character which are intended to continue to be held or used, such as land building, improvements other than buildings, machinery and equipment.
Franchise Fees	A fee assessed on a business, usually a public utility, in return for the right to operate in side the city limits. The City of DeLand has granted franchises for electric, gas, cable television, solid waste removal and telephone service.
Fringe benefits	Job related benefits, such as pension, paid vacation and holidays, and insurances, which are included in an employee's compensation package.
FTE	Full-time Equivalent Position. A position converted to the decimal equivalent of a full time position based on total number of hours required in a year for full time status. For example an employee whose full time basis is 2,080 hours per year but works 20 hours a week would be the equivalent to .5 of a full-time position.
Functions	Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public works, recreation.
Fund	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Fund Balance	A term used to express the equity (assets minus liabilities) of governmental fund types and trust funds.
General Fund	This fund is used to account for all financial transactions applicable to the general operations of the city. Revenues are derived principally from property taxes, state shared revenues, franchise fees, fines, licenses and permits and grants. This fund accounts for the general operating expenditures of the city including police and fire protection, public works, parks and recreation, planning and development and general administration.
GAAP	Generally Accepted Accounting Principles. Uniform minimum guidelines for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accounting practices. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations. The primary authoritative statement on the application of GAAP to state and local governments are GASB pronouncements. Every government should prepare and publish financial statements in conformity with GAAP.
General Obligation Bonds	Bonds which are secured by the full faith and credit of the issuer. General obligation bonds issued by local units of government are secured by a pledge of the issuer's ad valorem taxing power. Such bonds constitute debts of the issue and require voter approval prior to issuance in the State of Florida.
Goal	A statement of broad direction, purpose or intent based on the needs of the community. A goal is general and timeless.
Governmental Fund	A fund which has a measurement focus of financial position and changes in financial position (sources, uses and balances of financial resources) rather than upon net income.
Grant	A contribution by a government or other organization to support a particular function. Grants may be classified as either operational or capital, depending upon the intended usage of the grant proceeds.
Impervious Area	Hard surfaced areas which either prevent or severely restrict the entry of water into the soil mantle and/or cause water to run off the surface in greater quantities or at an increased rate of flow from that present under national conditions prior to development. Common impervious surfaces include, but are not limited to, rooftops, sidewalks, walkways, patio areas, driveways, parking lots, etc.
Indirect Costs	Costs associated with, but not directly attributable to, the providing of a product or service. These costs are usually incurred by a department in the support of other operating departments.
Infrastructure	The physical assets of a government (e.g., streets, water works, sewer lines, public buildings and parks).
In Lieu of Taxes	Income received by local governments to compensate for the loss of revenue from tax exempt property.
Intergovernmental Revenue	Revenue collected by one government and distributed (usually through some predetermined formula) to another level of government(s).
Legally Adopted Budget	The total of the budgets of each City fund including budgeted transactions between funds.
Levy	To impose taxes for the support of government activities.

Local Option Gas Tax	An ordinance adopted by the County Council of Volusia County, Florida pursuant to section 36.025(1)(b), F.S. levying and imposing a local option fuel tax of 6 cents upon every gallon of motor fuel sold with proceeds distributed based on an Interlocal Agreement with the cities in the county. Effective January 1, 2000, an additional 5 cents was levied and imposed upon every gallon of motor fuel oil, excluding diesel. The funds are used for transportation related expenditures.
Long-Term Debt	Debt with a maturity of more than one year after the date of issuance.
Mill	One thousandth of a dollar or \$1.00 of tax per \$1,000 assessed valuation.
Millage Rate	A rate expressed in thousands. As used with ad valorem (property) taxes the rate expresses the dollars of tax per one thousand dollars of taxable values.
Mission	Statement of purpose that defines the business of the organization.
Modified Accrual Basis	The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period". Expenditures are recognized when the related fund liability is incurred except for, but not limited to: (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used; (2) prepaid insurance and similar item which need not be reported; (3) principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.
Objective	A simple stated, readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objectives should state a specific performance for a given program. An operational objective focuses on service delivery. A managerial objective focuses on those aspects of management that help staff achieve operational objectives; i.e., staff training, work plan development etc.
Operating Transfers	Legally authorized transfers between object codes as needed to balance specific line items.
Performance Budget	A budget which relates expenditures to measures of activity and performance.
Performance Measures	The annual adopted budget for each department, and for service divisions within the departments, includes performance measures to identify the planned target levels for services in the fiscal year. The measures are also reported for prior years to allow comparison and evaluation. Performance measures include workload indicators, effectiveness and efficiency standards and outcomes.
Program Budget	A budget organized by programs. A program used in this application is a grouping of related activities, projects and services which are similar in purpose. The expenditure focus of a program budget is related to the nature of work and services performed.
Program Performance Budget	Combines performance measures with a program budget structure.
Reserve	An account used either to set aside budgeted revenues that are not required for expenditure in the current budget year or to earmark revenues for a specific future purpose.
Resolution	A formal expression of the consensus at a meeting of the City Commission, arrived at after discussion and as the result of a vote. For example, a resolution may declare approval of action to be taken by staff or a declaration of an important event.
Retained Earnings	An equity account reflecting the accumulated earnings of an Enterprise Fund.
Revenues	Money that flows into the local government. It is recurring if it is received on a consistent basis (e.g.; sales taxes and property taxes) and nonrecurring if it is received irregularly (e.g.: federal and state grants). The four main types of local revenue are taxes, charges for services, licenses and permits and intergovernmental revenues.
Rolled-Back Rate	The millage rate which would generate the same ad valorem tax revenue as was generated the previous year, excluding changes in taxable valuation resulting from new construction, annexation or de-annexation.
Service Level	Service(s) or product(s) which comprise actual (or expected, depending on whether one is describing a current or future service level) output of a given program. Focus is on results, not measures of workload.
Special Assessment Bonds	Obligations payable from special assessment revenues or charges imposed against property in a particular locality because that property receives a special benefit by virtue of a public improvement, separate and apart from the general benefit accruing to the public at large.
Special Revenue Funds	Funds set up to account for the proceeds of specific revenue sources (other than expendable trusts for for major capital projects) that are legally restricted to expenditure for specified purposes.
Statute	A written law enacted by a duly organized and constituted legislative body

Strategic Plan	A document that clearly sets forth the vision the Commission has for the community. The City's strategic plan was developed with input from the community and is to be reviewed annually by the Commission.
Surtax	A tax levied in addition to an existing tax.
Tax Base	The cumulative value of all property in the City used for computing the ad valorem taxes levied against property.
Tax Increment Bonds	Bonds secured by the incremental property tax revenues generated from a redevelopment project area – the City's downtown district.
Tax Increment Fund	A fund that receives revenues from taxes generated by increases in property values. Taxes generated by base (unchanged property) values continue to accrue to another fund. See Community Redevelopment Trust Fund.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits, such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.
Tax Rate	The amount of tax stated in terms of a unit of the tax base; for example, 5 mills equals 5 dollars per thousand of taxable value.
Taxable Valuation	The value used for computing the ad valorem taxes levied against property. The taxable value is the assessed value less any exemptions allowed by law. The most common exemption is the \$25,000 homestead exemption allowed, if the owner uses the property as the principle residence. There are also exemptions for disability, government-owned and non-profit-owned property
Transfers In/Out	Amounts transferred from one fund to another to assist in financing the services of the recipient fund. Transfers do not constitute revenues or expenditures of the governmental unit but only of the individual funds. Thus, they are budgeted and accounted for separately from other revenues and expenditures.
Trim Notice	"Truth in Millage", a tentative tax notice sent to all property owners in August to provide information reflecting tentatively-adopted millage rates.
Trust	A fund held and managed by the City of others and/or for a specific purpose.
Vision	A description of the desired future state of an organization. The vision represents a consensus of what the organization should become in order to be successful.
Wetlands	Low lying land usually located from a large body of water and extending inland. Often this expanse is underwater depending on the level of the tide.
Working Capital	Funds necessary for the routine operation of an entity. These funds would allow for payment of personnel, operating, and debt service payments.